



**Administration for Children and Families**

Office of Head Start

National Center on Program Management and Fiscal Operations

HHS-2015-ACF-OHS-HC-0995

Application Due Date: 07/20/2015

National Center on Program Management and Fiscal Operations

HHS-2015-ACF-OHS-HC-0995

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**Department of Health & Human Services  
Administration for Children and Families**

**Program Office:** Office of Head Start  
**Funding Opportunity Title:** National Center on Program Management and Fiscal Operations  
**Announcement Type:** Initial  
**Funding Opportunity Number:** HHS-2015-ACF-OHS-HC-0995  
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**Due Date for Applications:** **07/20/2015**

## **Executive Summary**

### **Notices:**

- **Applicants are strongly encouraged to read the entire funding opportunity announcement (FOA) carefully and observe the application formatting requirements listed in *Section IV.2. Content and Form of Application Submission*. For more information on applying for grants, please visit "How to Apply for a Grant" on the ACF Grants Page at <http://www.acf.hhs.gov/grants/howto>.**

The Administration for Children and Families (ACF) announces the availability of \$6,000,000 to be competitively awarded for the purpose of operating a National Center on Program Management and Fiscal Operations (PMFO). The PMFO must disseminate clear and consistent messages from the Office of Head Start (OHS) regarding expectations and priorities for effective leadership of every Head Start and Early Head Start (HS/EHS) agency to develop and implement effective systems for program management, governance, and fiscal operations.

PMFO should draw from research-based practices in program management and fiscal planning and operations to ensure every HS/EHS agency has access to high quality information, resources, and training and technical assistance (T/TA). The T/TA provided by the PMFO must be responsive to multiple recipient entity types, service delivery models, and extent of HS/EHS-specific organizational and fiscal experience in order to produce the best possible outcomes for children. Evidence-based practices are defined as those that have a strong level of research evidence of effectiveness or are widely agreed upon by an accepted professional community in addressing the goals and objectives the HS program is trying to achieve.

PMFO's work should include all aspects of program management, governance, and fiscal operations, including leadership development, ongoing monitoring of progress toward identified program and fiscal goals and objectives, and effective use of data. The information and material developed will be available to HS/EHS agencies as well as the other National Centers, State T/TA Centers, other early, educators and fiscal professionals. The PMFO must facilitate the creation of systems of management, governance, and fiscal operations, which support the school readiness of children served. The National Center, PMFO will be awarded as part of a group of six National Centers.

## **I. Program Description**

### **Statutory Authority**

Funding is authorized by Section 648(a)(1) of the Improving Head Start for School Readiness Act of 2007, 42 U.S.C. 9843.

## **Description**

The following overview provides information on the ACF's vision for early childhood as well as early care and education programs and their associated technical assistance systems.

### **OVERVIEW FOR ACT VISION OF EARLY CARE AND EDUCATION**

Evidence continues to mount that demonstrates the profound influence children's earliest experiences have on later success. Great changes occur in the developing brain in the early years of life, influenced by both genetic contributions and environmental experiences. Nurturing and stimulating care given in the early years builds optimal brain architecture that allows children to maximize their potential for learning. Interventions in the first years of life are capable of altering the course of development and shift the odds for those at risk of poor outcomes toward more adaptive outcomes.

To meet the needs of our nation's most vulnerable children and families, the early care and education programs administered by ACF are designed to both provide enriching early childhood experiences that promote the long-term success of children and assist low-income working parents with the cost of child care. In partnership with families, all early care and education programs should support children's needs and age-appropriate progress across domains of language and literacy development; cognition and general knowledge; approaches to learning; physical health and well-being and motor development, and social and emotional development that will improve readiness for kindergarten goals. HS/EHS, and child care programs aim to support the ability of parents, teachers, child care providers, and other community members to interact positively with children in stable and stimulating environments to help create a sturdy foundation for later school achievement, economic productivity, and responsible citizenship.

ACF strives to achieve the following goals in all of its early childhood programs:

- Build successful Early Learning and Development Systems across Head Start, child care, and pre-Kindergarten.
- Promote high quality and accountable early learning and development programs for all children.
- Improve the health and safety of early learning and development settings.
- Ensure an effective early childhood workforce.
- Improve the physical, developmental, mental health, and social well-being of children in early learning and development settings.
- Promote family engagement and support in a child's development with the recognition that parents are their children's primary teachers and advocates.
- Build on the strengths and address the needs of culturally and linguistically diverse children and families.

While the vision for what all children need to grow up healthy, happy, and successful is the same, the policy structures and funding streams through which ACF operates to support these goals add complexity. What follows are brief descriptions of federal HS/EHS and child care programs to clarify this complexity.

### **OVERVIEW OF HEAD START AND EARLY HEAD START**

HS/EHS are two-generation child development and family support programs that serve pregnant women, young children from birth to age 5, and their families. OHS provides grants to local public and private non-profit and for-profit agencies to provide comprehensive services to predominately economically disadvantaged children and their families. Since its beginning in 1965, HS/EHS grantees have served more than 30 million children across the nation. In Fiscal Year (FY) 2013, HS/EHS provided funding to approximately 1,777 grantees to serve 1,129,805 children and families, a number that included more than 150,000 infants and toddlers.

HS/EHS grantees are required to serve children and families with the greatest need and enrollment priority is given to special populations including children who live in foster care, children with disabilities, and children and families who are homeless. Programs are also designed to recruit, reflect, and support the cultures and languages of the children, families, and communities served. Among the populations served are migrant and seasonal farm worker families and children as well as children and families from tribal nations and organizations.

HS/EHS programs meet the unique needs of the children and families in their communities through a variety of program options. These options include center-based, family child care (FCC), home-based, and/or combination program option with program years that operate from as short as 6 weeks in duration for some Migrant and Seasonal programs to 9 -12 month program for HS programs and full-day/full-year services for EHS programs. In recent years, an increased number of HS grantees offer a full-day, full-year program option, often through collaborations with local child care providers in order to help meet the child care needs of parents who are either working or in job training.

HS/EHS programs emphasize family engagement because of the critical role that parents play in supporting their children's healthy development, learning, and ongoing school success. Effective HS/EHS programs engage parents in their children's learning and help parents make progress toward their educational, literacy, and employment goals. Programs also emphasize the significant involvement of parents in the administration of local programs. These leadership opportunities are designed to strengthen skills that parents can apply to improving their family's economic well-being and to becoming more effective advocates for their children.

## **OVERVIEW OF THE CHILD CARE DEVELOPMENT FUND**

Serving families and children under age 13, the Office of Child Care (OCC) administers the \$5.3 billion Child Care Development Fund CCDF program and works with state, territory, and tribal governments to provide support for low-income families and their children in finding affordable, high-quality child care. Child care is provided through a broad array of public, private, for-profit, and not-for-profit programs and providers. Serving more than 12 million U.S. children, there are approximately 107,000 licensed child care centers and 135,000 licensed FCC homes. Roughly 1.5 million children and families receive a child care subsidy from CCDF each month. In 2013, approximately 100,000 child care centers and 300,000 home-based child care providers served children receiving CCDF subsidies.

While the majority of CCDF dollars are disseminated through vouchers with which families may purchase child care, lead Agencies have the option to extend contracts and grants to eligible providers for the purchase of child care slots. A common reason for awarding grants and contracts is to increase the supply of care that is hard to find, for example care, for children with disabilities, care for infants and toddlers, or care during non-traditional hours. This is also done in order to coordinate child care services with programs such as HS/EHS, pre-kindergarten, and after-school programs.

Together, states, territories, and tribes annually spend \$1 billion to support child care quality improvement, resulting in better learning environments and more effective caregivers in child care centers and FCC homes across the country. Among other activities, quality investments fund child care resource and referral services and improve care for infants and toddlers and school-age children.

With the recent passage of the Child Care and Development Block Grant (CCDBG) Act of 2014, important statutory changes focus on the promotion of families' economic self-sufficiency by making child care more affordable, and fostering healthy child development and school success by improving the overall quality of early learning and after-school programs. It also makes significant advancements by defining health and safety requirements for child care providers; outlining family-friendly eligibility policies; and ensuring parents and the general public have transparent information about the child care choices available to them. Please see the CCDBG Reauthorization Resource Page ([www.acf.hhs.gov/progr\\_ams/occ/ccdf-reauthorization](http://www.acf.hhs.gov/progr_ams/occ/ccdf-reauthorization)) for more information.

## **OVERVIEW OF THE ACF EARLY CHILDHOOD TRAINING AND TECHNICAL**

## **ASSISTANCE SYSTEM**

Building on past success in partnership, ACF's OHS and OCC are collaborating to transform the current T/TA system to more effectively support early care and education programs and staff in the delivery of quality services to children and their families across the country. The ACF Early Childhood T/TA System will provide training, resources, and materials to support school readiness as the foundation for life-long learning and success.

While ACF's vision for what all children need to grow up healthy, happy, and prepared for school and life is the same, the statutory requirements that direct HS and CCDF funding streams are distinct and require different pathways to reach children and families in the communities in which they live. As described, HS/EHS is a federal-to-local program and CCDF is a federal-to-state program. This impacts how the ACF Early Childhood T/TA system will operate. For example, OCC relies on state partner investments to enhance child care quality and to reach child care providers directly while OHS works directly with HS/EHS programs. The transformed ACF Early Childhood T/TA system will take advantage of these opportunities by targeting multiple stakeholder groups at regional, state, and local levels. As a result, while the content may be the same, some T/TA material will be useful to all users while other resources may be particularly relevant for individuals or groups with certain roles, positions, or regulations and mandates.

### **Goals and Levels of Operation**

Operating on national and regional levels, the federal T/TA System will support high-quality services for children and families. All entities will:

- Target services for children birth to age 5, and their families, with support for expectant families and school-age children.
- Promote the provision of comprehensive services and school readiness with strategies that are age, developmentally, ability, culturally, and linguistically appropriate.
- Provide high-quality, evidenced-based, practical resources and approaches that build capacity and create sustainable early childhood practices at the regional, state, and local levels.
- Scaffold timely and relevant guidance, training, materials, and professional development activities to account for different stakeholder needs and levels of readiness.
- Emphasize the use of data for continuous quality improvement, coordination, and integration across the broader early childhood sector.
- Build upon previous evaluations and lessons learned from OHS and OCC T/TA.
- Include evaluation of the quality of the assistance provided and the degree to which early care and education programs, staff, children, and families' needs are met.

## **NATIONAL T/TA NETWORK**

The National Centers provide the foundation of knowledge and practice for the ACF Early Childhood T/TA System. Through the National Centers, ACF will promote early childhood excellence through consistent, evidenced-based T/TA. Reflecting current research, these Centers will create and disseminate high-quality resources and provide T/TA across regions, states, territories, tribes, and local communities. With a shared mission and goals, some National Centers will operate jointly under OCC and OHS, as described in the following sections; however, PMFO will be funded exclusively by OHS.

### **NATIONAL T/TA CENTERS JOINTLY ADMINISTERED BY THE OFFICE OF HEAD START AND OFFICE OF CHILD CARE**

In 2014, OHS and OCC added one new project and one new National Center focused on infants in early childhood settings:

#### **EARLY EDUCATION CENTRAL: THE PATHWAY TO CREDENTIALS AND DEGREES FOR INFANT TODDLER EDUCATORS**

Creates (within 1 year) a web-based, one-stop portal linking to existing federally funded, public domain

coursework and resources designed to support the progress of the child care and EHS workforce on an established career pathway. Early Education Central is designed for use by infant toddler educators, administrators of early childhood programs, trainers and coaches, higher education professionals and coursework developers, and professional development systems leaders.

#### NATIONAL CENTER ON EARLY HEAD START-CHILD CARE PARTNERSHIPS

Supports the effective implementation of the new Early Head Start-Child Care (EHS-CC) Partnership, which will allow grantees to deliver high-quality, comprehensive services to low-income infants, toddlers, and their families. The Center will do this by providing training, resources, and materials to federal staff, ACF Early Childhood T/TA providers, Head Start State and National Collaboration Offices, and CCDF Administrators so that all are equipped to meet the needs of new EHS-CC Partnerships.

In 2015, OHS and OCC will fund the following National Centers:

#### NATIONAL CENTER ON EARLY CHILDHOOD HEALTH AND WELLNESS (NCHW)

(HHS-2015-ACF-OHS-HC-0998)

Provides resources and support to ensure the health and mental wellness of pregnant women, infants, toddlers, preschoolers, and their families as well as program staff. T/TA will advance best practices for linking health and Early Childhood Education (ECE) systems and support topics such as medical and dental home access; health promotion and disease prevention; emergency preparedness and environmental safety; trauma and toxic stress; developmental, behavioral, vision, and hearing screening; and nutrition.

#### NATIONAL CENTER ON PARENT FAMILY AND COMMUNITY ENGAGEMENT (NC PFCE)

(HHS-2015-ACF-OHS-HC-0999)

Provides resources and T/TA associated with family well-being, effective family and community engagement, and children's school readiness, including transitions to kindergarten. T/TA will include, but will not be limited to, integrated and systemic family engagement approaches, relationship building practices with families, consumer education, family leadership, family financial stability, and individualized support for families facing adversity.

#### NATIONAL CENTER ON EARLY CHILDHOOD DEVELOPMENT TEACHING AND LEARNING (NC ECDTL)

(HHS-2015-ACF-OHS-HC-0996)

Provides resources and T/TA associated with healthy development and school readiness for infants, toddlers, and preschool children (birth to 5) across all settings and program options. T/TA will include, but not be limited to, professional development for the infant/toddler and preschool workforce; evidence-based curriculum; early learning standards; effective transitions; screening and assessment; culturally and linguistically age appropriate practices; enhancing teacher/child interactions; supporting networks of infant/toddler practitioners; supporting children with disabilities (part C and part B); and using data to improve practice.

#### NATIONAL CENTER ON EARLY CHILDHOOD QUALITY ASSURANCE (NC ECQA)

(HHS-2015-ACF-OCC-TA-1001)

Provides resources and T/TA to state, territory, and tribal child care agencies, HS/EHS agencies, and other ECE settings across regions to support the implementation of rigorous health, safety, and licensing standards and promote best practices that support the infrastructure of an ECE quality improvement framework, including Quality Rating Improvement Systems.

The remaining National Centers that comprise the ACF Early Childhood T/TA system will provide content and support specific to OCC and OHS, respectively, as described below:

*ADMINISTERED BY THE OFFICE OF CHILD CARE*

## NATIONAL CENTER ON CHILD CARE SUBSIDY, INNOVATION AND ACCOUNTABILITY (currently funded)

Provides technical assistance to CCDF programs in developing child care subsidy systems that are child-focused, family-friendly, and fair to providers, including implementing new provisions of newly reauthorized CCDBG. The Center works with grantees to help them reach goals related to subsidy eligibility, integrating quality and subsidy, strengthening program integrity, payment rules, rate setting, and other policies and practices that support serving more low-income children in high-quality care.

## NATIONAL CENTER ON TRIBAL CHILD CARE IMPLEMENTATION AND INNOVATION (currently funded)

Assists American Indian and Alaskan Native tribes and tribal organizations in their efforts to implement and administer CCDF as well as increase the quality, affordability, and availability of child care in Native communities. Supporting more than 539 federally recognized tribes, directly or through tribal consortia, targeted TA activities include a toll-free information and referral line; development and dissemination of materials; a peer learning and leadership network; national and regional webinars; and other on-site and distance learning events.

## NATIONAL CENTER ON BEST PRACTICES IN SCHOOL-AGE CARE AND SUMMER LEARNING (HHS-2015-ACF-OCC-TA-1000)

Disseminates resources and provides TA to states, territories, and tribes to support school-age care and summer learning programs. The Center will work with OCC to design and implement a school-age/summer learning action plan that includes, but is not limited to, working with statewide school-age networks and other community partners to expand learning opportunities for school-age children; identifying and promoting family engagement approaches that positively involve parents in summer learning and school-age learning settings; and coordinating with early childhood and school-age stakeholder groups and other federal programs to maximize effective service delivery models and minimize duplication of efforts.

### *ADMINISTERED BY THE OFFICE OF HEAD START*

## NATIONAL CENTER ON PROGRAM MANAGEMENT AND FISCAL OPERATIONS

Disseminates clear, consistent messages on OHS priorities for the development and implementation of sound fiscal management systems and strong internal controls. The National Center on PMFO's work includes, but is not limited to, topics such as risk management, governance, data collection and analysis, budgeting, and management of multiple funding sources. T/TA is delivered to regional T/TA providers, HS/EHS agencies, and other early care and education settings across regions, tribes, and territories. The Center also assists organizations to implement and enhance the infrastructure necessary to support a well-managed system of early care and education.

## REGIONAL T/TA NETWORK

As part of a coordinated national system, responsibility for disseminating the evidence-based practices, resources, and materials developed by the National Centers will be carried out by OHS and OCC T/TA specialists working in partnership with the National Centers. OHS HS/EHS T/TA specialists (approximately 300), under the direction of the ACF Regional Offices, will provide on-site T/TA directly to HS/EHS agencies. Each Regional TA Contact will assign one content specialist per National Center to liaise between the National Center and local HS/EHS agencies.

OCC Child Care State Systems Specialists will work with OCC Regional Program Managers and states and territories to support CCDF administration and early childhood systems-building. They will develop customized technical assistance plans to aid states and territories in implementing their CCDF Plans. CCDF Plans will include efforts to improve low-income children's access to high-quality child care



programs, implement more family-friendly subsidy policies, create a stable supply of high-quality programs, and develop a well-trained child care workforce.

As part of the Regional T/TA Network and under the direction of OCC and OHS national and regional offices, a designated team of OCC and OHS T/TA specialists will work together in each Region to provide support on systems-building and partnership opportunities among HS/EHS, child care, and Pre-K efforts at regional and state systems levels.

## **FUNDING OPPORTUNITY DESCRIPTION**

### **OVERVIEW OF THE NATIONAL CENTER ON PROGRAM MANAGEMENT AND FISCAL OPERATIONS**

The goal of PMFO, drawing upon evidence-based practices, is to ensure all HS/EHS agencies have access to current, high-quality information, resources, T/TA to support effective leadership, governance, management and fiscal operations. The T/TA provided by PMFO must address the multiple organizations types, service delivery models, and varying levels of HS/EHS-specific program and fiscal experience of grantees and their staff.

While T/TA provided by PMFO must be evidence-based, information provided by PMFO must also be accompanied with tools and resources designed to assist HS/EHS programs of all types and experiential levels to achieve high-quality outcomes for children and families.

Effective leadership is a key element in every HS agency's ability to provide quality services. PMFO's proposed activities and products must support continuous quality improvement in program leadership, resulting in the creation of materials, webinars or webcasts, and or training modules on program governance, management, and fiscal operations addressing governing body roles and functions. In order to meet this goal, PMFO must balance innovation and practical utility, with particular emphasis on how these strategies and activities become sustainable efforts to enhance program governance, management, and fiscal operations. PMFO must demonstrate expertise to prepare and support leadership at all levels, with a particular emphasis on Executive Leadership. The purpose is to strengthen management skills through leveraging internal knowledge or working with qualified partners to increase the capacity of grantee leadership. An example would be maintaining and developing effective relationships with outside professionals and professional members of the governing body, including management and fiscal consultants, audit and accounting professionals, and legal professionals who serve on or advise the governing body of the organization. All resources must be grounded in solid HS/EHS-specific research contributing to the development of materials and tools for use by local, state, and regional T/TA systems, responsive to the widely varying needs throughout the grantee community, including the unique needs of tribal early childhood programs and Migrant and Seasonal Head Start programs.

#### **Leadership Development:**

PMFO must increase program leaderships' capacity to leverage their expertise, and utilize a variety of resources and tools that support innovation and short and long-term goal planning. PMFO must also help program leaders analyze data and strategically plan program operations. Supporting programs at varying levels of implementation PMFO's guidance, resources and materials must enable program directors and managers to confidently evaluate and assess situations and, as appropriate, take calculated risks to improve management systems and services. PMFO will develop or enhance professional development resources supporting the leader's ability to communicate effectively, improve collaborative efforts, and develop cohesive teams.

All T/TA provided by PMFO must support continuous quality improvement in program governance, management, and fiscal operations leading to enhanced outcomes for children, families, and communities. In order to meet this goal, T/TA provided by PMFO must balance innovation and practical utility, with particular emphasis on how these materials and strategies could become sustainable efforts to enhance

program governance, management, and fiscal operations.

#### Program Leadership and Governance T/TA:

Effective program leadership is essential to ensuring that programs develop sound systems resulting in high-quality services for children and families. PMFO must ensure all T/TA provided informs grantees of the governing body's composition, (which includes members with early childhood, legal, and fiscal expertise or a qualified consultant), the roles and responsibilities of key governing body members, including Policy Councils, Policy Council composition, and the need for Parent Committees' as appropriate based upon program design. PMFO's resources must, at a minimum, explain the governing body's role in supporting grantee's leadership decisions, and in identifying and addressing specific training needs for the governing body and Policy Council and their roles and responsibilities, in addition to their role as participants in the programs annual self-assessment process. PMFO must also provide guidance on how programs select an external auditor, review and evaluate audit findings, and create corrective action plans to satisfy audits and monitoring findings. PMFO will also be required to ensure T/TA helps programs understand how to develop impasse procedures to identify and manage potential or actual conflicts of interests. In addition, PMFO's T/TA will help grantees communicate with internal partners and disseminate program fiscal information to various sources (i.e., Policy Councils, governing bodies, regional offices) in an effort to meet all reporting requirements.

#### Effectively manage program staff and operations:

PMFO's T/TA and resources must increase program leaderships' capacity to identify, recruit, retain, and appropriately compensate qualified staff. Trainings focused on supervisory practices that are supportive, regular, and are grounded in research-based coaching and mentoring techniques are preferred. PMFO's T/TA must help program staff understand the rationale for conducting a wage comparability study, how to create an effective staffing plan, and develop and train all staff annually on mandatory reporting of code of conduct violations.

#### Helping program leadership enhance fiscal competency:

A critical area of focus will be PMFO's ability to enhance program staff's ability to oversee and properly use HS/EHS funds and property. PMFO must design targeted T/TA that will ensure program staff:

- Budget effectively for program operations and understand when prior written approval is required for budget changes and other fiscal activities
- Ensure compliance with applicable federal, state and local fiscal regulations, including those promulgated by the Office of Management and Budget, the Department of Health and Human Services (45 CFR Part 75.322)
- Implement a system of internal controls sufficient to provide effective oversight of HS/EHS funds and property, including the maintenance of required inventories
- Ensure that procurement activities are compliant with applicable regulations (45 CFR Part 75.322) and ensure full and open competition
- Implement fiscal policies and procedures to address allocation of shared costs and charging of indirect expenses
- Maintain a system to ensure that contracts and other agreements, including community partnership agreements, are subject to adequate oversight and are current, signed, and dated
- Monitor budgeted to actual income and expenses, and ensure that administrative costs do not exceed 15 percent of the award and required federal match is met or waived
- Demonstrate that all expenditures are made within the appropriate period of availability
- Report fiscal and property information to all required and necessary recipients, including the ACF, auditors, and the governing body
- Utilizes active supervision to ensure facilities meet all federal, state, and local regulatory compliance

To seamlessly address the needs of all early education programs and systems serving low-income families with young children, PMFO should work as part of a coordinated network with other OHS and OCC

National Centers to provide responsive T/TA along a *birth-to-five* continuum that includes pregnant women and expectant families. PMFO must develop, update, and/or adapt T/TA materials; disseminate and support the appropriate use of T/TA materials; measure the use of T/TA materials against specific goals related to staff and family outcomes; and disseminate material to additional state-designated networks and organizations. PMFO must develop and disseminate material in a way that is both timely and responsive to different stakeholder needs.

The PMFO should have a breadth of related research and T/TA knowledge and expertise to enhance, inform, and support leadership, governance, management, and fiscal operations for all grantee entities, experiential levels of key staff, and populations served. PMFO's goals and objectives should be inclusive in nature to ensure that they meet the comprehensive needs of all agencies with sufficient individualization to ensure all agencies find value in PMFO's T/TA.

The T/TA provided by PMFO should accommodate the variety and complexity found in HS/EHS programs, including the following variable elements.

Service Variables:

- HS/EHS program models, e.g., center-based, home-based, child care partnership, days of service, hours of service
- Migrant and Seasonal Head Start
- American Indian/Alaskan Native programs
- Use of subrecipient delegate agencies
- Reliance on partners or contracted service providers

Entity Variables:

- Type of grantee entity, e.g., nonprofit organization, community action agency, governmental or tribal entity, for-profit organization, institute of higher education
- Funding entity, number and complexity of funding sources utilized for program services
- Expectations and training level of key fiscal and management staff

PMFO must provide T/TA that is data-driven, outcomes-based, and has practical grantee utility. It will support the development of capacity to set goals and objectives, implement strategies, use data tools and methods to track progress, and improve state or program practices. Innovative approaches will support the use of child, family, program, fiscal, and community data for planning and continuous program improvement within early childhood settings. T/TA should be focused on helping agencies determine both the quality of their efforts and the effect of their efforts on program goals and child and family outcomes. This T/TA should be relevant for a variety of early learning settings, and it should emphasize the use of data collection, aggregation, and analysis for improving management systems and service delivery.

The PMFO should maximize the use of previously developed, web-based materials and resources that are consistent with OHS and OCC national priorities. T/TA must be delivered to primary recipients that include HS/EHS agencies and the Regional T/TA network. The ability of grantees to work effectively with their governing body and policy council should also be emphasized.

In addition, as part of a coordinated network of National Centers, PMFO must participate in T/TA evaluation activities and be responsible for developing evaluation methods for continuous improvement of products and T/TA delivery. In addition, PMFO must participate in a cross-site evaluation of the ACF Early Childhood T/TA system. This evaluation will inform ACF about the quality of T/TA delivered, associated costs, relationships of T/TA providers and consumers of ACF T/TA, and the outcomes of T/TA provided to states, agencies, and networks.

Because of the complex work PMFO will conduct, the successful applicant should be expected to bring together a consortium of knowledgeable and experienced partners capable of addressing the complex fiscal issues faced by today's grantees, including compliance with fiscal laws, regulations, and ACF/OHS guidance, and effective oversight of equipment and real property with a federal share. Fiscal capacity of

PMFO must include individuals or organizations familiar with application of generally accepted accounting principles in HS/EHS organizations and having experience with the conduct of annual independent audits. Fiscal competency of PMFO must include the development of HS/EHS grant applications and associated budgets, operating budgets and budget oversight, cost allocation, and personnel costs.

PMFO must recruit, train, and oversee a cadre of experienced fiscal consultants that can effectively coordinate with Regional program and fiscal staff to provide on-sight fiscal assessment, consultation, and guidance for local programs as part of Regional oversight of grantees.

In addition to demonstrated fiscal capacity, PMFO should include specialized knowledge in the areas of data identification, aggregation, analysis, and dissemination to support identified goals and objectives and continuous program and fiscal innovation and improvement. It is not anticipated that a single organization will have sufficiently broad capacity to meet the governance, management, and fiscal requirements of PMFO.

PMFO should demonstrate a systematic approach to managing the consortium to ensure that material, resources, and training integrates the expertise of all consortium members. The Center's work should be research-informed and/or evidence-based as well as practical in application across early childhood settings.

The National Center has three main components: **1) Resource Development and Management; 2) Provision of T/TA; and 3) T/TA Collaboration and Coordination.** The following represents some of PMFO anticipated activities.

### **Resource Development and Management**

PMFO must provide research-informed and/or evidence-based information, strategies, resources, and tools for the early care and education field in collaboration and coordination with other OHS and OCC National Centers. PMFO must provide training and consultation with the ACF Regional T/TA who will be primarily responsible for helping programs apply PMFO materials in the context of ongoing program operations. PMFO should, at a minimum:

- Identify exemplary leadership, governance, management, and fiscal practices and analyze their application throughout the relevant population of HS/EHS programs.
- Develop implementation strategies and associated resources that result in practice changes resulting in more effective governance, management, and fiscal operations in programs.
- Monitor actual and anticipated changes in applicable laws, rules, regulations, policy and guidance to forecast the impact on programs and advise OHS of the anticipated T/TA needs of programs as a result of those changes.
- Access multiple data sources, including monitoring results, annual audit reports, professional publications, and Regional input, to identify national and regional governance, management, and fiscal topics that are challenging to grantees, and participate in the development of strategies and resources to help grantees address identified topics.
- Identify, review, adapt, or rebrand existing resources as necessary to maximize the use of effective evidenced-based T/TA resources and to avoid duplication.
- Test and pilot T/TA resources during development to ensure that they meet the needs of all intended users, including diverse HS/EHS programs with characteristics such as rural and urban service areas; monolingual, bilingual, and multilingual children and families; service population; and service delivery model.
- Ensure that new, adapted, or rebranded information and resources are developmentally, culturally, and linguistically responsive to diverse communities, including American Indian, Alaska Native, and migrant and seasonal families.
- Support practice change that prepare HS/EHS agencies to effectively respond to increased federal fiscal and programmatic oversight and accountability.
- Implement and sustain sound fiscal operations that link the expenditure of federal funds to the

identified goals and objectives of the program.

- Institutes active supervision to ensure children are safe in all environments.

### **Provision of Training and Technical Assistance**

PMFO must identify, disseminate, and support implementation of research-informed and/or evidence-based governance, management, and fiscal policies, procedures, and practices that have been shown to result in more effective program operations and sound fiscal management. The information and materials disseminated by PMFO should be reflective of the general needs of the early childhood community, but sufficiently differentiated to address the multiple types of grantee entities, populations served, service delivery models, and funding structure that make up the HS/EHS grantee community. At a minimum, PMFO will undertake the following activities as part of a coordinated network of National Centers:

- Use adult learning principles integrating multiple learning modalities over time to disseminate effective professional development strategies with associated resources and tools that accommodate multiple types of agencies and different levels of need amongst T/TA recipients.
- Create dynamic learning experiences that build the governance, management, and fiscal capacity of T/TA recipients, and more broadly, the early childhood field.
- Utilize technology to gather information and create appealing alternatives to in-person meetings, including interactive surveys, online activities and materials, posted videos, video conferences, webinars, shared virtual materials, and hosted online meeting spaces.
- Support effective content and organization of PMFO materials on the Early Childhood Learning and Knowledge Center (ECLKC) [www.eclkc.ohs.acf.gov](http://www.eclkc.ohs.acf.gov) and use the ECLKC for easy and centralized accessibility and dissemination once materials are approved by OHS.
- Participate in cross-center initiatives and consult with other National Centers as needed to provide joint T/TA and ensure aligned content during separate delivery of coordinated information to ensure that users receive consistent messages across all National Centers.
- Partner with national, regional, state, and/or local early childhood organizations to maximize impact and encourage wider dissemination of PMFO T/TA information and resources.
- Maintain sufficient systemic capacity to host video conferences and webinars for at least 1000 participants.
- Develop materials related to new policies and the Head Start Program Performance Standards.

### **T/TA Coordination and Collaboration**

PMFO must be prepared to work closely with OHS, OCC, and other National Centers, regional and state T/TA specialists, and professional organizations of the early childhood community. Working closely with other T/TA providers and stakeholders will ensure that the governance, management, and fiscal implications of programmatic T/TA are considered and addressed. Effective coordination and collaboration also contribute to the delivery of consistent, comprehensive program and fiscal messages by PMFO to programs and the early childhood community. As part of a coordinated network of National Centers, PMFO will participate in an independent cross-system evaluation of the ACF Early Childhood T/TA system. This evaluation will inform ACF about the quality of T/TA delivered and the outcomes of T/TA provided to states, agencies, and networks. As part of the larger T/TA network, the National Center will:

- Coordinate PMFO activities with other National Centers in order to integrate related content and best practices in program governance, management, and fiscal operations with the information and resources provided by other National Centers.
- Ensure that information and resources developed and delivered by PMFO are reflective of and consistent with those of other National Centers.
- Avoid duplication of effort between National Centers through early coordination of message and content with other National Centers and members of the larger T/TA network.

- Collaborate and conduct joint T/TA activities with other National Centers, as well as other federal and non-federal organizations to leverage shared messaging and ensure that cross cutting content and language is aligned.
- Ensure collaboration with other early childhood T/TA organizations to maximize support to all agencies serving young children, families, and communities.
- Ensure attendance of key staff (up to four) at meetings in Washington, DC with staff from other National Centers and federal staff from ACF, OHS, and OCC. Up to six meetings will be held in the first year. Up to five meetings will be scheduled annually in years 2 through 5.
- Ensure that one member of PMFO's staff serves as an active member of the Integrated Service Team (IST) or any similar integrative body formed by OHS. The IST currently acts as an integrated, knowledge-building network of National Center representatives for supporting the design and implementation of regional professional development plans tailored to the needs of each Region.

## POST-AWARD REQUIREMENTS

**The successful applicant awarded under this FOA must adhere to the following:**

- Have the project fully functioning within 90 days following the financial assistance award;
- Within 45 days of receiving the financial assistance award, have key staff meet with ACF for the initial briefing regarding the plans for carrying out all components of this project;
- Within 45 days of the initial project plan briefing with ACF, address comments about clarifications or revisions of the work plan requested by ACF and submit to ACF for review and approval;
- Within 45 days of receiving the financial assistance award, identify a coordination and communication strategy for working with the OHS ECLKC website contractor;
- Participate in National Center and related ACF T/TA meetings in Washington, DC, and other locations as identified under Coordination and Collaboration within the T/TA System;
- Participate as a representative to a national T/TA steering committee that provides and receives input and guidance as to the relevancy, timeliness, and appropriateness of resources and delivery mechanisms of T/TA efforts;
- Participate in the ACF Early Childhood T/TA system evaluation to examine and improve T/TA practices and effectiveness;
- Provide to ACF, for review and approval, drafts of all updated or new materials that are developed or printed with resources made available under this cooperative agreement. Dissemination and piloting for such materials, where warranted, must also have prior approval; and
- All grantee materials, products, publications, news releases, multi-media products, etc., must include this disclaimer: *"Funded through the Department of Health and Human Services, Administration for Children and Families, Grant # \_\_\_\_\_. The contents of this publication, video, etc. do not necessarily reflect the views or policies of the funders, nor does mention of trade names, commercial products or organizations imply endorsement by the U.S. Department of Health and Human Services and the material may be duplicated without permission for noncommercial uses only. This resource may be duplicated for noncommercial uses without permission."* As indicated in the Terms and Conditions of Award for all discretionary grants in the Grants Policy Statement (GPS) at <http://www.acf.hhs.gov/grants/discretionary-competitive-grants> (page II-70).

## II. Federal Award Information

Funding Instrument Type:	Cooperative Agreement
Estimated Total Funding:	\$6,000,000
Expected Number of Awards:	1
Award Ceiling:	\$6,000,000 Per Budget Period
Award Floor:	\$6,000,000 Per Budget Period
Average Projected Award Amount:	\$6,000,000 Per Budget Period

Anticipated Project Start Date: 09/30/2015

**Length of Project Periods:**

60-month project with five 12-month budget periods

**Additional Information on Awards:**

**Awards made under this announcement are subject to the availability of federal funds.**

Applications requesting an award amount that exceeds the *Award Ceiling* per budget period or per project period, as stated in this section, will be disqualified from competitive review and from funding under this announcement. This disqualification applies only to the *Award Ceiling* listed for the first 12-month budget period for projects with multiple budget periods. If the project and budget period are the same, the disqualification applies to the *Award Ceiling* listed for the project period. Please see *Section III.3. Other, Application Disqualification Factors*.

**Note:** For those programs that require matching or cost sharing, grantees will be held accountable for projected commitments of non-federal resources in their application budgets and budget justifications by budget period or by project period for fully funded awards, even if the projected commitment exceeds the required amount of match or cost share. **A grantee's failure to provide the required matching amount may result in the disallowance of federal funds.** See *Section III.2.* of this announcement for information on cost-sharing or matching requirements.

**Description of ACF's Anticipated Substantial Involvement Under the Cooperative Agreement**

ACF is utilizing a cooperative agreement that requires substantial involvement of the agency and the recipient. Details of the responsibilities, relationships, and governance of the cooperative agreement will be specified in the terms and conditions of the award. The specific responsibilities of ACF and the grantee will be identified and agreed upon prior to the award of the cooperative agreement. At a minimum, ACF will:

- Provide consultation, review, and approval of the PMFO's work plan and any revisions made to the work plan during the project period;
- Provide guidance and ongoing support for the development of the work plan by sharing information and facilitating discussions on the resources to be developed and activities planned for ACF, OCC, and OHS National T/TA Centers, and OHS Regional T/TA Centers, as well as any planned collaborative activities with existing T/TA Centers.
- Facilitate communication and cooperation among ACF, OCC, and OHS National TA Centers, Regional TA Centers, and other T/TA systems in early education, as appropriate;
- Facilitate communication with representatives of other federal agencies in order to promote intra-agency and inter-agency coordination and collaboration;
- Review and approve drafts of all updated or new materials that are developed or printed with resources made available under this cooperative agreement;
- Review and approve resumes of key PMFO positions, including potential partners and proposed consultants.

Please see *Section IV.5 Funding Restrictions* for limitations on the use of federal funds awarded under this announcement.

### III. Eligibility Information

#### III.1. Eligible Applicants

Eligible applicants include the following: state governments; county governments; city or township governments; special district governments; independent school districts; public and state controlled institutions of higher education; Native American tribal governments (federally recognized); public housing authorities/Indian housing authorities; Native American tribal organizations (other than federally recognized tribal governments); nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education; nonprofits without 501(c)(3) status with the IRS, other than institutions of higher education; private institutions of higher education; for-profit organizations other than small businesses; small businesses; and faith-based organizations.

Eligible applicants may apply on their own or as the lead applicant for a consortium. A consortium is a project carried out by a lead applicant and one or more other organizations that are separate legal entities. Under a consortium agreement, the lead applicant must perform a substantive role in the conduct of the planned project or program activity and will not merely serve as a conduit of funds to another party or parties. The relationship between the recipient and the collaborating organizations is considered a sub-award relationship.

Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from competitive review and from funding under this announcement. See *Section III.3. Other, Application Disqualification Factors*.

Faith-based and community organizations that meet the eligibility requirements are eligible to receive awards under this funding opportunity announcement. Faith-based organizations are encouraged to review the ACF Policy on Grants to Faith-Based Organizations at: <http://www.acf.hhs.gov/acf-policy-on-grants-to-faith-based-organizations>.

See "Legal Status of Applicant Entity" in *Section IV.2* for documentation required to support eligibility.

#### III.2. Cost Sharing or Matching

Cost Sharing / Matching Requirement: No

#### III.3. Other

##### **DUNS Number and System for Award Management Eligibility Requirements (SAM.gov)**

All applicants must have a DUNS Number (<http://fedgov.dnb.com/webform>) and an active registration with the Central Contractor Registry (CCR) on the System for Award Management (SAM.gov, [www.sam.gov](http://www.sam.gov)).

Obtaining a DUNS Number may take 1 to 2 days.

All applicants are required to maintain an active SAM registration until the application process is complete. If a grant is awarded, registration at SAM.gov must be active throughout the life of the award.

**Plan ahead. Allow up to 10 business days after you submit your registration for it to become active in SAM and an additional 24 hours before that registration information is available in other government systems, i.e. Grants.gov.**

This action should allow you time to resolve any issues that may arise. Failure to comply with these



requirements may result in your inability to submit your application through Grants.gov or prevent the award of a grant. Applicants should maintain documentation (with dates) of your efforts to register for, or renew a registration, at SAM. User Guides are available under the “Help” tab at <https://www.sam.gov>.

HHS requires all entities that plan to apply for, and ultimately receive, federal grant funds from any HHS Agency, or receive subawards directly from recipients of those grant funds to:

- Be registered in the SAM prior to submitting an application or plan;
- Maintain an active SAM registration with current information at all times during which it has an active award or an application or plan under consideration by an OPDIV; and
- Provide its active DUNS number in each application or plan it submits to the OPDIV.

ACF is prohibited from making an award until an applicant has complied with these requirements. At the time an award is ready to be made, if the intended recipient has not complied with these requirements, ACF:

- May determine that the applicant is not qualified to receive an award; and
- May use that determination as a basis for making an award to another applicant.

### **Application Disqualification Factors**

Applications from individuals (including sole proprietorships) and foreign entities are not eligible and will be disqualified from competitive review and from funding under this announcement.

### **Award Ceiling Disqualification**

Applications that request an award amount that exceeds the *Award Ceiling* per budget period or per project period as stated in *Section II. Award Information*, will be disqualified from competitive review and from funding under this announcement. This disqualification applies only to the *Award Ceiling* listed for first 12-month budget period for projects with multiple budget periods. If the project and budget period are the same, the disqualification applies to the *Award Ceiling* listed for the project period.

### **Required Electronic Application Submission**

ACF requires electronic submission of applications at [www.Grants.gov](http://www.Grants.gov). **Paper applications received from applicants that have not been approved for an exemption from required electronic submission will be disqualified from competitive review and from funding under this announcement.**

Applicants that do not have an Internet connection or sufficient computing capacity to upload large documents to the Internet may contact ACF for an exemption that will allow the applicant to submit applications in paper format. Information and the requirements for requesting an exemption from required electronic application submission are found in "Request an Exemption from Electronic Application Submission" in *Section IV.2. Content and Form of Application Submission*.

### **Application Deadlines**

**The deadline for electronic application submission is 11:59 p.m., ET, on the due date listed in the Overview and in Section IV.3. Submission Dates and Times.** Electronic applications submitted to [www.Grants.gov](http://www.Grants.gov) after 11:59 p.m., ET, on the due date, as indicated by a dated and time-stamped email from [www.Grants.gov](http://www.Grants.gov), will be disqualified from competitive review and from funding under this announcement. That is, applications submitted to [www.Grants.gov](http://www.Grants.gov), on or after 12:00 a.m., ET, on the day after the due date will be disqualified from competitive review and from funding under this announcement.

Applications submitted to [www.Grants.gov](http://www.Grants.gov) at any time during the open application period, and prior to the due date and time, which fail the [www.Grants.gov](http://www.Grants.gov) validation check, will not be received at, or acknowledged by, ACF.

Each time an application is submitted via [www.Grants.gov](http://www.Grants.gov), the submission will generate a new date and

time-stamp email notification. Only those applications with on-time date and time stamps that result in a validated application, which is transmitted to ACF, will be acknowledged.

**The deadline for receipt of paper applications is 4:30 p.m., ET, on the due date listed in the *Overview* and in *Section IV.3. Submission Dates and Times*.** Paper applications received after 4:30 p.m., ET, on the due date will be disqualified from competitive review and from funding under this announcement. **Paper applications received from applicants that have not received approval of an exemption from required electronic submission will be disqualified from competitive review and from funding under this announcement.**

#### **Notification of Application Disqualification**

Applications that are disqualified under these criteria are considered to be “non-responsive” and are excluded from the competitive review process. Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this funding opportunity announcement.

### **IV. Application and Submission Information**

#### **IV.1. Address to Request Application Package**

Office of Head Start

Operations Center

1401 Mercantile Lane, Suite 401

Largo, MD 20774

Phone: (888) 242-0684

Email: [OHSTech@reviewops.org](mailto:OHSTech@reviewops.org)

#### **Electronic Application Submission:**

The electronic application submission package is available in the FOA's listing at [www.Grants.gov](http://www.Grants.gov).

#### **Applications in Paper Format:**

For applicants that have received an exemption to submit applications in paper format, Standard Forms, assurances, and certifications are available in the Application Package available in the FOA's Grants.gov synopsis at [www.Grants.gov](http://www.Grants.gov). They are also available at [http:// www.grants.gov/web/ grants/forms/sf-424-family.html](http://www.grants.gov/web/grants/forms/sf-424-family.html). See *Section IV.2.Request an Exemption from Required Electronic Application Submission* if applicants do not have an Internet connection or sufficient computing capacity to upload large documents (files) to [www.Grants.gov](http://www.Grants.gov).

#### **Standard Forms that are compliant with Section 508 of the Rehabilitation Act (29 U.S.C. § 794d):**

Available at the Grants.gov Forms Repository website at [http:// www.grants.gov/web/ grants/forms/sf-424-family.html](http://www.grants.gov/web/grants/forms/sf-424-family.html).

#### **Federal Relay Service:**

Hearing-impaired and speech-impaired callers may contact the Federal Relay Service for assistance at 1-800-877-8339 (TTY - Text Telephone or ASCII - American Standard Code For Information Interchange).

### **Section IV.2. Content and Form of Application Submission**

## FORMATTING ACF APPLICATIONS

In FY 2013 ACF implemented a new application upload requirement. Each applicant applying electronically via [www.grants.gov](http://www.grants.gov) is required to upload only two electronic files, excluding Standard Forms and OMB-approved forms. No more than two files will be accepted for the review, and additional files will be removed. Standard Forms and OMB-approved forms will not be considered additional files.

### **FOR ALL APPLICATIONS:**

#### **Authorized Organizational Representative (AOR)**

AOR is the designated representative of the applicant/recipient organization with authority to act on the organization's behalf in matters related to the award and administration of grants. In signing a grant application, this individual agrees that the organization will assume the obligations imposed by applicable Federal statutes and regulations and other terms and conditions of the award, including any assurances, if a grant is awarded.

AOR authorization is part of the registration process at [www.Grants.gov](http://www.Grants.gov), where the AOR will create a short profile and obtain a username and password from the Grants.gov Credential Provider. AORs will only be authorized for the DUNS number registered in the System for Awards Management (SAM).

#### **Point of Contact**

In addition to the AOR, a point of contact on matters involving the application must also be identified. The point of contact, known as the Project Director or Principal Investigator, should not be identical to the person identified as the AOR. The point of contact must be available to answer any questions pertaining to the application.

#### **Application Checklist**

Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials.

Details concerning acknowledgment of received applications are available in *Section IV.3. Submission Dates and Times* of this announcement.

#### **Accepted Font Style**

Applications must be in Times New Roman (TNR), 12-point font, except for footnotes, which may be TNR 10-point font.

#### **Page Limitations**

**Applicants must observe the page limitation(s) listed under "PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS:". Page limitation(s) do not include SFs and OMB-approved forms.**

**All applications must be double-spaced.** An application that exceeds the cited page limitation for double-spaced pages in the Project Description file or the Appendices file will have the last extra pages removed and the removed pages will not be reviewed.

#### **Application Elements Exempted from Double-Spacing Requirements**

The following elements of the application submission are exempt from the double-spacing requirements and may be single-spaced: the table of contents, the one-page Project Summary/Abstract, required Assurances and Certifications, required SFs, required OMB-approved forms, resumes, logic models, proof of legal status/non-profit status, third-party agreements, letters of support, footnotes, tables, the line-item budget and/or the budget justification.

#### **Adherence to FOA Formatting, Font, and Page Limitation Requirements**

Applications that fail to adhere to ACF's FOA formatting, font, and page limitation requirements will be adjusted by the removal of page(s) from the application. Pages will be removed before the objective review. The removed page(s) will not be made available to reviewers.

In instances where formatting and font requirements are not adhered to, ACF uses a formula to determine the actual number of pages to be removed. The formula counts the number of characters an applicant uses when following the instructions and using 12-point TNR and compares the resulting number with that of the submitted application. For example, an applicant using TNR, 11-point font, with 1-inch margins all around, and single-spacing, would have an additional 26 lines, or 1500 characters, which is equal to 4/5 of an additional page. Extra pages resulting from this formula will be removed and will not be reviewed.

Applications that have more than one scanned page of a document on a single page will have the page(s) removed from the review.

For applicants that submit paper applications, double-sided pages will be counted as two pages. When the maximum allowed number of pages is reached, excess pages will be removed and will not be made available to reviewers.

**NOTE:** Applicants failing to adhere to ACF's FOA formatting, font, and page limitation requirements will receive a letter from ACF notifying them that their application was amended. The letter will be sent after awards have been issued and will specify the reason(s) for removal of page(s).

### **Copies Required**

Applicants must submit one complete copy of the application package electronically. Applicants submitting electronic applications need not provide additional copies of their application package.

Applicants submitting applications in paper format must submit one original and two copies of the complete application, including all Standard Forms and OMB-approved forms. The original copy must have original signatures.

### **Signatures**

Applicants submitting electronic applications must follow the registration and application submission instructions provided at [www.Grants.gov](http://www.Grants.gov).

The original of a paper format application must include original signatures of the authorized representatives.

### **Accepted Application Format**

With the exception of the required Standard Forms (SFs) and OMB-approved forms, all application materials must be formatted so that they are 8 ½" x 11" white paper with 1-inch margins all around.

If possible, applicants are encouraged to include page numbers for each page within the application.

ACF generally does not encourage submission of scanned documents as they tend to have reduced clarity and readability. If documents must be scanned, the font size on any scanned documents must be large enough so that it is readable. Documents must be scanned page-for-page, meaning that applicants may not scan more than one page of a document onto a single page.

### **PAGE LIMITATIONS AND CONTENT FOR ALL SUBMISSION FORMATS:**

The entire application, which includes the Project Description/Budget and Budget Justification and the Appendices **is limited to 225 double-spaced pages**.

The Project Description (Narrative file) must include the following items:

- Table of Contents;
- Project Summary/Abstract;
- Objectives and Need for Assistance;

- Outcomes Expected;
- Approach;
- Project Timeline and Milestones;
- Program Performance Evaluation Plan;
- Organizational Capacity;
- Plan for Oversight of Federal Award Funds; and
- Project Line Item Budget and Justification.

Appendices must include the following items:

- Resumes;
- Organizational Charts;
- Third-Party Agreements;
- Audits (not subject to page limitation); and
- Signed MOU's and other supporting documents.

## ELECTRONIC APPLICATION SUBMISSION INSTRUCTIONS

Applicants are required to submit their applications electronically unless they have requested and received an exemption that will allow submission in paper format. See *Section IV.2. Application Submission Options* for information about requesting an exemption.

Electronic applications will only be accepted via [www.Grants.gov](http://www.Grants.gov). **ACF will not accept applications submitted via email or via facsimile.**

**Each applicant is required to upload ONLY two electronic files, excluding SFs and OMB-approved forms.**

**File One:** Must contain the entire Project Description, and the Budget and Budget Justification (including a line-item budget and a budget narrative).

**File Two:** Must contain all documents required in the Appendices.

### Adherence to the Two-File Requirement

No more than two files will be accepted for the review. Applications with additional files will be amended and files will be removed from the review. SFs and OMB-approved forms will not be considered additional files. **Please do not attach additional documents to the SF-424 at Question 14 and/or after Question 15. Instead of providing a separate response to Question 14, all applicants are required to submit the SF for Project/Performance Site Location(s) (SF-P/PSL). In the SF-P/PSL, applicants may cite their primary location and up to 29 additional performance sites. Documents submitted as attachments to the SF-424 will be removed from the application and will not be reviewed.**

### Application Upload Requirements

ACF strongly recommends that electronic applications be uploaded as Portable Document Files (PDFs). One file must contain the entire Project Description and Budget Justification; the other file must contain all documents required in the Appendices. Details on the content of each of the two files, as well as page limitations, are listed later in this section.

To adhere to the two-file requirement, applicants may need to convert and/or merge documents together using a PDF converter software. Many recent versions of Microsoft Office include the ability to save documents to the PDF format without need of additional software. Applicants using the Adobe Professional software suite will be able to merge these documents together. ACF recommends merging documents electronically rather than scanning multiple documents into one document manually, as scanned documents may have reduced clarity and readability.

However, ACF understands that all applicants may not have access to this software. Grants.gov offers a

listing of several free PDF conversion programs. These programs can be found on Grants.gov by clicking on "Support" at the top menu bar and selecting "Technical Support". Under the "Technical Support" section select "Recommended Software." A link to "PDF Conversion Software" is available in the left-hand menu box. Free PDF software, available on this page, will allow users to convert and merge their PDF documents. As an example, ACF is providing written instructions for downloading and using one type of free software listed at Grants.gov at <https://www.acf.hhs.gov/grants/howto#chapter-7> under "How to Apply for a Grant/Submit an Application." [ACF does not endorse any of the software listed on Grants.gov, and applicants are not required to use a specific type of PDF conversion software to submit an application.]

For any systems issues experienced with Grants.gov or with SAM.gov, please refer to ACF's "Policy for Applicants Experiencing Federal Systems Issues" document for complete guidance at [https://www.acf.hhs.gov/sites/default/files/assets/systems\\_issue\\_policy\\_final.pdf](https://www.acf.hhs.gov/sites/default/files/assets/systems_issue_policy_final.pdf) under "How to Apply for a Grant/Submit an Application."

### **Required Standard Forms (SFs) and OMB-approved Forms**

Standard Forms (SFs) and OMB-approved forms, such as the SF-424 application and budget forms and the SF-P/PSL (Project/Performance Site Location), are uploaded separately at Grants.gov. These forms are submitted separately from the Project Description and Appendices files. See *Section IV.2. Required Forms, Assurances, and Certifications* for the listing of required Standard Forms, OMB-approved forms, and required assurances and certifications.

### **Naming Application Submission Files**

**Carefully observe the file naming conventions required by [www.Grants.gov](http://www.Grants.gov). Limit file names to 50 characters (characters and spaces).** Special characters that are allowed under Grants.gov's naming conventions, and are accommodated by ACF's systems, are listed in the instructions available in the Download Application Package at Grants.gov. Please also see <http://www.grants.gov/web/grants/support/technical-support/troubleshooting/restricting-special-characters.html>

**Use only file formats supported by ACF** It is critical that applicants submit applications using only the supported file formats listed here. While ACF supports all of the following file formats, **we strongly recommend that the two application submission files (Project Description and Appendices) are uploaded as PDF documents in order to comply with the two file upload limitation.** Documents in file formats that are not supported by ACF will be removed from the application and will not be used in the competitive review. This may make the application incomplete and ACF will not make any awards based on an incomplete application.

### **ACF supports the following file formats:**

- Adobe PDF – Portable Document Format (.pdf)
- Microsoft Word (.doc or .docx)
- Microsoft Excel (.xls or .xlsx)
- Microsoft PowerPoint (.ppt)
- Corel WordPerfect (.wpd)
- Image Formats (.JPG, .GIF, .TIFF, or .BMP only)

### **Do Not Encrypt or Password-Protect the Electronic Application Files**

If ACF cannot access submitted electronic files because they are encrypted or password protected, the affected file will be removed from the application and will not be reviewed. This removal may make the application incomplete and ACF will not make awards based on an incomplete application.

### **FORMATTING FOR PAPER APPLICATION SUBMISSIONS:**

The following requirements are only applicable to applications submitted in paper format. Applicants must receive an exemption from ACF in order for a paper format application to be accepted for review. See



*Section IV.2. Request an Exemption from Required Electronic Application Submission* later in this section under *Application Submission Options* for more information.

### **Format Requirements for Paper Applications**

All copies of mailed or hand-delivered paper applications must be submitted in a single package. If an applicant is submitting multiple applications under a single FOA, or multiple applications under separate FOAs, each application submission must be packaged separately. The package(s) must be clearly labeled for the specific FOA it addresses by FOA title and by Funding Opportunity Number (FON).

Because each application will be duplicated, do not use or include separate covers, binders, clips, tabs, plastic inserts, maps, brochures, or any other items that cannot be processed easily on a photocopy machine with an automatic feed. Do not bind, clip, staple, or fasten in any way separate sections of the application. Applicants are advised that the copies of the application submitted, not the original, will be reproduced by the federal government for review. **All application materials must be one-sided for duplication purposes.**

### **Addresses for Submission of Paper Applications**

See *Section IV.6. Other Submission Requirements* for addresses for paper format application submissions.

### **Required Forms, Assurances, and Certifications**

**Applicants seeking grant or cooperative agreement awards under this announcement must submit the listed Standard Forms (SFs), assurances, and certifications with the application.** All required Standard Forms, assurances, and certifications are available in the Application Package posted for this funding opportunity at [www.grants.gov](http://www.grants.gov).

Other versions of required Standard Forms, assurances, and certifications are available at Grants.gov <http://www.grants.gov/web/grants/forms/sf-424-family.html>.

Forms / Assurances / Certifications	Submission Requirement	Notes / Description
SF-Project/Performance Site Location(s) (SF-P/PSL)	Submission is required for all applicants by the application due date.	Required for all applications. In the SF-P/PSL, applicants may cite their primary location and up to 29 additional performance sites. As a Standard Form (SF), this form is not included in the application's page limitation.
Certification Regarding Lobbying (Grants.gov Lobbying Form)	Submission required of all applicants with the application package. If it is not submitted with the application package, it must be submitted prior to the award of a grant.	Submission of the certification is required for all applicants.
SF-424 - Application for Federal Assistance	Submission is required for all applicants by the application due date.	Required for all applications.

SF-424 Key Contact Form	Submission is required for all applicants by the application due date.	Required for all applications.
DUNS Number (Universal Identifier) and Systems for Award Management (SAM) registration.	<p>A DUNS number is required of all applicants.</p> <p>To obtain a DUNS number, go to <a href="http://fedgov.dnb.com/webform">http://fedgov.dnb.com/webform</a>.</p> <p>Active registration at the Systems Award Management (SAM) website must be maintained throughout the application and project award period.</p> <p>SAM registration is available at <a href="http://www.sam.gov">http://www.sam.gov</a>.</p>	<p>A DUNS number and SAM registration are eligibility requirements for all applicants.</p> <p>See <i>Section III.3. Other</i> for information on obtaining DUNS number at <a href="http://fedgov.dnb.com/webform">http://fedgov.dnb.com/webform</a> and registration at SAM.gov at <a href="http://www.sam.gov">http://www.sam.gov</a>.</p>
SF-424A - Budget Information - Non-Construction Programs and SF-424B - Assurances - Non-Construction Programs	Submission is required for all applicants when applying for a non-construction project. Standard Forms must be used. Forms must be submitted by the application due date.	Required for all applications when applying for a non-construction project. By signing and submitting the SF-424B, applicants are making the appropriate certification of their compliance with all federal statutes relating to nondiscrimination.
SF-LLL - Disclosure of Lobbying Activities	If submission of this form is applicable, it is due at the time of application. If it is not available at the time of application, it may also be submitted prior to the award of a grant.	If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit the SF-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

## The Project Description

### Part I: The Project Description Overview



## **Purpose**

The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance. It should address the activity for which federal funds are being requested, and should be consistent with the goals and objectives of the program as described in *Section I. Program Description*. Supporting documents should be included where they can present information clearly and succinctly. When appropriate, applicants should cite the evaluation criteria that are relevant to specific components of their project description. Awarding offices use this and other information in making their funding recommendations. It is important, therefore, that this information be included in the application in a manner that is clear and complete.

## **General Expectations and Instructions**

Applicants should develop project descriptions that focus on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. Extensive exhibits are not required. Cross-referencing should be used rather than repetition. Supporting information concerning activities that will not be directly funded by the grant or information that does not directly pertain to an integral part of the grant-funded activity should be placed in an appendix.

## **Part II: General Instructions for Preparing a Full Project Description**

### **Introduction**

Applicants must prepare the project description statement in accordance with the following instructions while being aware of the specified evaluation criteria in *Section V.1. Criteria*. The text options give a broad overview of what the project description should include while the evaluation criteria identify the measures that will be used to evaluate applications.

### **Table of Contents**

List the contents of the application including corresponding page numbers. The table of contents must be single spaced and will be counted against the total page limitations.

### **Project Summary/Abstract**

Provide a summary of the application's project description. The summary must be clear, accurate, concise, and without reference to other parts of the application. The abstract must include a brief description of the proposed grant project including the needs to be addressed, the proposed services, and the population group(s) to be served.

Please place the following at the top of the abstract:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax)
- E-Mail Address
- Web Site Address, if applicable

The project abstract must be single-spaced, in Times New Roman 12-point font, and limited to one page in length. Additional pages will be removed and will not be reviewed.

### **Objectives And Need For Assistance**

Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance including the nature and scope of the problem must be demonstrated, and the principal and subordinate objectives of the project must be clearly and concisely stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Any relevant data based on planning studies should be included or referred to in the endnotes/footnotes. Incorporate demographic data and participant/beneficiary information, as well as data describing the needs of the target population and the proposed service area as needed. When appropriate, a literature review should be used to support the objectives and needs described in this section.

### **Outcomes Expected**

Identify the outcomes to be derived from the project. Outcomes should relate to the overall goals of the project as described in *Section I. Program Description*. If research is part of the proposed work, outcomes must include hypothesized results and implications of the proposed research.

### **Approach**

Outline a plan of action that describes the scope and detail of how the proposed project will be accomplished. Applicants must account for all functions or activities identified in the application. Describe any design or technological innovations, reductions in cost or time, or extraordinary social and/or community involvement in the project. Provide a list of organizations, cooperating entities, consultants, or other key individuals that will work on the project, along with a short description of the nature of their effort or contribution.

Cite potential obstacles and challenges to accomplishing project goals and explain strategies that will be used to address these challenges.

The applicant must describe a research-based approach in their work plan for implementing and managing the activities as described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*, as well as a description of the proposed plan outlining how the tasks will be accomplished during the 5 year project period. The applicant must account for all functions or activities identified in the application, citing factors that might accelerate or decelerate the work and state rationale for taking the proposed approach rather than others. Describe any design or technological innovations in the project. Provide a list of organizations, cooperating entities, consultants, or other key individuals that will work on the project. Include a summary of their credentials, skills, and experiences, and a short description of the nature of their effort or contribution.

The applicant must draw upon and leverage its expertise in the area of fiscal and program management, demonstrating its capacity to structure a center capable of designing a solid infrastructure, and consisting of qualified staff to develop resources. The applicant must also draw upon their expertise of working with a lot of organizations that can cooperate as consultants, or other key individuals that will work on the project, along with a clear description of their background, expertise, and manner in which they will contribute to the project (outlining specific tasks).

Drawing upon a sound technical approach, the applicant should provide a process for developing new materials, (i.e., training manuals, toolkits, reports, presentations (Webinars and Webcasts) as appropriate, and relevant to program management and fiscal operations to support the learning and development of children ages birth to five. All resources and materials to be developed for topics identified in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*, must describe how resources are culturally and linguistically appropriate and relevant to low-income families and high-risk children in impoverished communities. The applicant must also describe how resources will be appropriate for staff supporting all HS/EHS, AI/AN, and Migrant Seasonal Head Start (MSHS) programs. The applicant describes a process for ensuring no duplication of materials and the translation of materials in Spanish. All materials developed should support the needs of staff working with

children ages birth to five.

The proposal must include strategies designed to sustain the improvement in program management and fiscal operations of HS/EHS agencies beyond the length of this project. This should include a plan to provide products developed through this cooperative agreement for use on the ECLKC and other appropriate venues identified by OHS. PMFO should implement an approach to expand the resources available through the state T/TA centers, the other National Centers, and complement resources already available within local programs and their communities for program improvement and professional development of all staff. PMFO should also cite potential obstacles and challenges to accomplishing project goals and explain strategies that will be used to address these challenges.

The applicant must provide in their Work Plan their approach for how they will address each of the specified activities described under the National Center's three main components: **1) Resource Development and Management; 2) Provision of T/TA; and 3) T/TA Collaboration and Coordination** as referenced in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*.

The applicant must include a plan of action for the 5 years of the project, specifically describing *how* activities will be accomplished. The applicant must account for all the activities identified in this announcement. The applicant must demonstrate its capacity, including identifying key staff, such as subject matter experts, with short descriptions of their roles, responsibilities, and their expected contributions. The following represent some of the necessary activities that must be addressed; applicants are also encouraged to outline plans that expand upon these activities, with innovative strategies and methods that best support the field.

#### Resource Development and Management

- Disseminate evidence-based resources and training materials that are developmentally, culturally, and linguistically responsive to diverse communities and other early educators collaborating with Head Start organizations.
- Developing materials, training videos, or modules on governance, management, and fiscal operations addressing governing body bylaws, procedures for accessing and collecting information, written standards of conduct, risk management, community and self-assessment, on-going monitoring, managing multiple funding sources, internal controls, financials audits, and corrections to audit findings.
- Create strategies building on or adapting the existing capacity of grantees to support successful implementation of program design and management in diverse ECE settings, such as, HS/EHS center-based, home-based, and FCC; Child Care, within nonprofit organizations, community action agencies, governmental or tribal entities, for-profit organizations, and institutes of higher education, with multiple funding streams comprised of staff with varying training needs.
- Plans for identifying and prioritizing the development or adaptation of resources and training that support fiscal oversight:
  - Within the HS/EHS agency relating to the submission of bills and involving, time sheet preparation and activity reports, voucher submission, non-federal match, employee evaluations, and professional development, identifying needed equipment, supplies, goods and services; and evaluating facilities in compliance with the Office of Management and Budget and the Department of Health and Human Services (45 CFR Part 75.322).
  - Fiscal as a whole( i.e., internal controls, financial management, procurement, record keeping and reporting, compensation, cost principles, facilities and property, non-federal match, cost allocation, administrative costs, and indirect costs or opting for de minimus rate).
  - Fiscal with external customers, (i.e. OHS Central Office, Regional Office, auditors, delegate agencies and internal customers, such as governing, body, Policy Council, annual reports to the public, financial reports to ACF, United States Department of Agriculture (USDA) Child

and Adult Care Food Program (CACFP), auditors, and other federal agencies drawing upon data ensuring compliance with the programs planning cycle.

- As appropriate, consideration should be given to the identification and development of materials in Spanish.

#### Provision of Training and Technical Assistance

- Prioritize T/TA methods that are grounded in adult learning science based on effective professional development strategies, and wherever possible, have been shown to enhance program management and fiscal oversight.
- Plan for the dissemination of exemplary PMFO practices, resources, tools, and implementation strategies that lead programs to better:
  - Provide training for governing bodies, directors, key fiscal and other management and supervisory staff on audits, budgeting, internal controls, non-federal match, community and self-assessment, ongoing monitoring property acquisition, and facilities management to name a few.
  - Strengthen agency capacity to engage community partners with knowledge and expertise to enhance program decision-making and recommend entities who may partner with the agency as contractors or subrecipients in the delivery of services.
  - Strengthen agency capacity to analyze, interpret, and understand how program data informs the effective use of staff and federal funds in order to reach established program goals and objectives.
- Develop, maintain, and publish a list of highly qualified professional organizations available to support a grantee's use of its own resources to acquire T/TA services related to program management and fiscal operations.
  - Identify potential organizations in the areas of program management and fiscal operations through the vetting and training of candidates and develop and maintain a database.
  - Whenever possible, all existing evidence-based training resources that have been developed or supported by OHS, other federal partners, tribes, tribal organizations, or state agencies.
- Provide guidance and materials, as appropriate, to T/TA grantee specialists and early childhood specialists located within the regions in their assignment to assist deficient or high-risk grantees or grantees experiencing program management and operational challenges (i.e., high staff turnover in key positions, fiscal systems design, non-federal share and facilities and capital improvement challenges).
  - All activities are to be coordinated with Regional Program Managers who are responsible for deploying the T/TA Specialist to grantees within their region.
- Identify a cadre of highly qualified fiscal experts to include auditors and Certified Public Accountants available to conduct targeted assessments, and in-depth investigations, participate in expert work groups, and design program improvement strategies as requested by OHS. This may include but not be limited to:
  - Conducting on-site investigations lasting for up to a few weeks related to complex fiscal concerns identified by OHS.
  - On-going collaboration and communication with Regional Office staff i.e., Program Specialists and Fiscal Specialists.
  - Developing a scope of work based upon information provided by OHS about the issues or concerns.
  - Providing OHS with a report of findings and recommendations.
- Strategic plans for T/TA methods include:
  - Effective marketing and use of social media, and creative use of graphic and web design for dissemination of material on the ECLKC website.

- Enhanced virtual communication platforms for outreach that will support a variety of audiences, including communities of practice and other networks.
- A toll-free number in order to provide, to the extent practicable, timely answers and guidance to T/TA staff and consultants while supporting HS/EHS agencies.
- A description of potential national, regional, state, and/or local organizations or networks that would be willing partners for dissemination of and training on PMFO exemplary practices.
- A description of plans for using information gathered from various data sources, such as the Head Start Enterprise System, annual Program Information Report, and OCC data, in order to develop and support the State and Regional TA strategies and plans.

### T/TA Coordination and Collaboration

- Procedures for working collaboratively and cooperatively with other national OHS and OCC T/TA Centers and with ACF's Regional Offices on dissemination to ensure materials and messages are cohesive.
- Methods for coordinated communication and information sharing with OHS and OCC T/TA Centers and other partners in order to prevent duplication, enhance content, and integrate material and learning experiences for a high-quality and seamless T/TA user experience.
- Procedures for coordinated efforts with federal staff, and OHS Regional T/TA providers.
- A proposal for coordination with other OHS, and OCC National Centers that share overlapping content expertise, particularly in the areas of mental health, social emotional development, services to pregnant women, data collection, and continuous improvement, services to children with disabilities, etc.
- Actions that would support and ensure regular participation of a National Center Director on a coordinating oversight leadership group that will connect, integrate, and inform resource development, dissemination, and implementation of National Center products.

### **Project Timeline and Milestones**

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function, or activity, in such terms as the number of people to be served and the number of activities accomplished. Data may be organized and presented as project tasks and subtasks with their corresponding timelines during the project period. For example, each project task could be assigned to a row in the first column of a grid. Then, a unit of time could be assigned to each subsequent column, beginning with the first unit (i.e., week, month, quarter) of the project and ending with the last. Shading, arrows, or other markings could be used across the applicable grid boxes or cells, representing units of time, to indicate the approximate duration and/or frequency of each task and its start and end dates within the project period.

When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

### **Program Performance Evaluation Plan**

Applicants must describe the plan for the program performance evaluation that will contribute to continuous quality improvement. The program performance evaluation should monitor ongoing processes and the progress towards the goals and objectives of the project. Include descriptions of the inputs (e.g., organizational profile, collaborative partners, key staff, budget, and other resources), key processes, and expected outcomes of the funded activities. The plan may be supported by a logic model and must explain how the inputs, processes and outcomes will be measured, and how the resulting information will be used to inform improvement of funded activities.

Applicants must describe the systems and processes that will support the organization's performance management requirements through effective tracking of performance outcomes, including a description of

how the organization will collect and manage data (e.g. assigned skilled staff, data management software) in a way that allows for accurate and timely reporting of performance outcomes. Applicants must describe any potential obstacles for implementing the program performance evaluation and how those obstacles will be addressed.

### **Legal Status of Applicant Entity**

Applicants must provide the following documentation:

Non-profit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A reference to the applicant organization's listing in the IRS's most recent list of tax-exempt organizations described in the IRS Code.
- A copy of a currently valid IRS tax-exemption certificate.
- A statement from a state taxing body, state attorney general, or other appropriate state official certifying that the applicant organization has non-profit status and that none of the net earnings accrue to any private shareholders or individuals.
- A certified copy of the organization's certificate of incorporation or similar document that clearly establishes non-profit status.
- Any of the items in the subparagraphs immediately above for a state or national parent organization and a statement signed by the parent organization that the applicant organization is a local non-profit affiliate.

Unless directed otherwise, applicants must include proof of non-profit status in the *Appendices* file of the electronic application submission.

### **Project Sustainability Plan**

Applicants must propose a plan for project sustainability after the period of federal funding ends. Grantees are expected to sustain key elements of their grant projects, e.g., strategies or services and interventions, which have been effective in improving practices and those that have led to improved outcomes for children and families.

Describe the approach to project sustainment that will be most effective and feasible. Describe the key individuals and/or organizations whose support will be required in order to sustain program activities. Describe the types of alternative support that will be required to sustain the planned program. If the proposed project involves key project partners, describe how their cooperation and/or collaboration will be maintained after the end of federal funding.

### **Organizational Capacity**

Provide the following information on the applicant organization and, if applicable, on any cooperating partners:

- Organizational charts;
- Resumes (no more than two single-spaced pages in length);
- Financial statements adhering to Generally Accepted Accounting Principles (GAAP), if available, submit statements for up to the two most recently completed fiscal years (this requirement does not apply to start-up organizations);
- Copy or description of the applicant organization's fiscal control and accountability procedures;
- Evidence that the applicant organization, and any partnering organizations, have relevant

experience and expertise with administration, development, implementation, management, and evaluation of programs similar to that offered under this announcement;

- Evidence that each participating organization, including partners and/or subcontractors, possess the organizational capability to fulfill their role(s) and function(s) effectively;

### **Protection of Sensitive and/or Confidential Information**

If any confidential or sensitive information will be collected during the course of the project, whether from staff (e.g., background investigations) or project participants and/or project beneficiaries, provide a description of the methods that will be used to ensure that confidential and/or sensitive information is properly handled and safeguarded. Also provide a plan for the disposition of such information at the end of the project period.

### **Dissemination Plan**

Applicants must propose a plan to disseminate reports, products, and/or grant project outputs so that project information is provided to key target audiences. Dissemination plans must include:

- Dissemination goals and objectives;
- Strategies to identify and engage with target audiences;
- Allocation of sufficient staff time and budget for dissemination purposes;
- A preliminary plan to evaluate the extent to which target audiences have received project information and have used it as intended.

### **Third-Party Agreements**

Third-party agreements include Memoranda of Understanding (MOU) and Letters of Commitment. General letters of support are **not** considered to be third-party agreements. Third-party agreements must clearly describe the project activities and support to which the third party is committing. Third-party agreements must be signed by the person in the third-party organization with the authority to make such commitments on behalf of their organization.

Provide written and signed agreements between grantees and subgrantees, or subcontractors, or other cooperating entities. These agreements must detail the scope of work to be performed, work schedules, remuneration, and other terms and conditions that structure or define the relationship.

### **Letters Of Support**

Provide statements from community, public, and commercial leaders that support the project proposed for funding. All submissions must be included in the application package.

### **Plan for Oversight of Federal Award Funds**

Provide a plan describing how oversight of federal funds will be ensured and how grant activities and partner(s) will adhere to applicable federal and programmatic regulations. Applicants must identify staff that will be responsible for maintaining oversight of program activities, staff, and partner(s). Applicants must describe procedures and policies used to oversee staff and/or partners/contractors.

Describe organizational records systems that relate financial data to performance data by identifying the source and application of federal funds so that they demonstrate effective control over and accountability for funds, compare outlays with budget amounts, and provide accounting records supported by source documentation.

## The Project Budget and Budget Justification

All applicants are required to submit a project budget and budget justification with their application. The project budget is entered on the Budget Information Standard Form, either SF-424A or SF-424C, according to the directions provided with the SFs. The budget justification consists of a budget narrative and a line-item budget detail that includes detailed calculations for "object class categories" identified on the Budget Information Standard Form. Applicants must indicate the method they are selecting for their indirect cost rate. See Indirect Charges for further information.

Project budget calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated. If matching or cost sharing is a requirement, applicants must include a detailed listing of any funding sources identified in Block 18 of the SF-424 (Application for Federal Assistance). See the table in *Section IV.2. Required Forms, Assurances, and Certifications* listing the appropriate budget forms to use in this application.

**Special Note:** *The Consolidated and Further Continuing Appropriations Act, 2015 (Pub.L. 113-235), enacted December 16, 2014, limits the salary amount that may be awarded and charged to ACF grants and cooperative agreements. Award funds issued under this announcement may not be used to pay the salary, or any percentage of salary, to an individual at a rate in excess of Executive Level II. The Executive Level II salary of the Federal Executive Pay scale is \$183,300. Please see <http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2015/executive-senior-level>. This amount reflects an individual's base salary **exclusive** of fringe benefits and any income that an individual may be permitted to earn outside of the duties to the applicant organization. This salary limitation also applies to subawards/subcontracts under a ACF grant or cooperative agreement.*

Provide a budget justification using the 424A and/or 424C, as applicable, for each year of the proposed project. Provide a budget justification, which includes a budget narrative and a line-item detail, for each year of the proposed project. The budget narrative should describe how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

The applicant should provide a detailed budget and budget narrative for the required travel to DC outlined in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*. If applicable, the applicant must provide a detailed budget and budget narrative for each contractor/sub-contractor within the consortium, by agency title, along with the same supporting information referred to in these instructions.

## General

Use the following guidelines for preparing the budget and budget justification. When a match or cost share is required, both federal and non-federal resources must be detailed and justified in the budget and budget narrative justification. "Federal resources" refers only to the ACF grant funds for which the applicant is applying. "Non-federal resources" are all other non-ACF federal and non-federal resources. It is suggested that budget amounts and computations be presented in a columnar format: first column, object class categories; second column, federal budget; next column(s), non-federal budget(s); and last column, total budget. The budget justification should be in a narrative form.

## Contractual



**Description:** Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts with secondary recipient organizations (with budget detail), including delegate agencies and specific project(s) and/or businesses to be financed by the applicant. This area is not for individual consultants.

**Justification:** Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open, and free competition. Recipients and subrecipients, other than states that are required to use 45 CFR Part 75 procedures, must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold fixed by 41 U.S.C. § 134, as amended by 2 CFR Part 200.88, and currently set at \$150,000. Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc., available to ACF.

**Note:** Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each contractor/sub-contractor, by agency title, along with the same supporting information referred to in these instructions. If the applicant plans to select the contractors/sub-contractors post-award and a detailed budget is not available at the time of application, the applicant must provide information on the nature of the work to be delegated, the estimated costs, and the process for selecting the delegate agency.

## **Other**

**Description:** Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: consultant costs, local travel; insurance; food (when allowable); medical and dental costs (noncontractual); professional services costs (including audit charges); space and equipment rentals; printing and publication; computer use; training costs, such as tuition and stipends; staff development costs; and administrative costs.

**Justification:** Provide computations, a narrative description, and a justification for each cost under this category.

## **Indirect Charges**

**Description:** Total amount of indirect costs. This category has one of two methods that an applicant can select. An applicant may only select one.

- 1) The applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant federal agency

**Note:** An applicant must enclose a copy of the current approved rate agreement. If the applicant is requesting a rate that is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

- 2) Per 45 CFR § 75.414(f) Indirect (F&A) costs, “any non-Federal entity [i.e., applicant] that has never received a negotiated indirect costs rate, ... may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. As described in § 75.403, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.”

**Justification:** This method only applies to applicants that have never received an approved negotiated indirect cost rate from HHS or another cognizant federal agency. Applicants awaiting approval of their indirect cost proposal may request the 10 percent de minimis. When the applicant chooses this method,

costs included in the indirect cost pool must not be charged as direct costs to the grant.

### **Paperwork Reduction Disclaimer**

As required by the Paperwork Reduction Act of 1995, 44 U.S.C. §§ 3501-3521, the public reporting burden for the Project Description and Budget/Budget Justification is estimated to average 60 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection information. The Project Description information collection is approved under OMB control number 0970-0139, which expires 10/31/2015. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

### **Application Submission Options**

#### **Electronic Submission via [www.Grants.gov](http://www.Grants.gov)**

- Additional guidance on the submission of electronic applications can be found at <http://www.grants.gov/web/grants/applicants/apply-for-grants.html>.
- If applicants encounter any technical difficulties in using [www.Grants.gov](http://www.Grants.gov), contact the Grants.gov Contact Center at: 1-800-518-4726, or by email at [support@grants.gov](mailto:support@grants.gov), to report the problem and obtain assistance. Hours of Operation: 24 hours a day, 7 days a week. The Grants.gov Contact Center is closed on federal holidays.
- Applicants should always retain Grants.gov Contact Center service ticket number(s) as they may be needed for future reference.
- **Contact with the Grants.gov Contact Center prior to the listed application due date and time does not ensure acceptance of an application. If difficulties are encountered, the Grants Management Officer listed in *Section VII. Agency Contacts* will determine whether the submission issues are due to Grants.gov system errors or user error.**

#### **Application Validation at [www.Grants.gov](http://www.Grants.gov)**

After an application has been successfully submitted to [www.Grants.gov](http://www.Grants.gov), it still must pass a series of validation checks. After an application is submitted, Grants.gov generates a submission receipt via email and also sets the application status to "Received." This receipt verifies that the application has been successfully delivered to the Grants.gov system.

Next, Grants.gov verifies the submission is valid by ensuring it does not contain viruses, the opportunity is still open, and the applicant login and applicant DUNS number match. If the submission is valid, Grants.gov generates a submission validation receipt via email and sets the application status to "Validated."

If the application is not validated, the application status is set to "Rejected." The system sends a rejection email notification to the applicant and the applicant must re-submit the application package. See "What to Expect After Submitting" at [www.Grants.gov](http://www.Grants.gov) for more information.

Each time an application is submitted, or resubmitted, via [www.Grants.gov](http://www.Grants.gov), the application will receive a new date and time stamp. Only those applications with on-time date and time stamps that result in a validated application, which are transmitted to ACF, will be acknowledged.

Applicants will be provided with an acknowledgement from Grants.gov that the submitted application package has passed, or failed, a series of checks and validations. Applications that are submitted on time that fail the validation check will not be transmitted to ACF and will not be acknowledged.

**NOTE:** The Grants.gov validation check can affect whether the application is accepted for review. If an application fails the Grants.gov validation check and is not resubmitted by 11:59 p.m., ET, on the due date, it will not be transmitted to ACF and will be excluded from the review.

Similarly, if an applicant resubmits their application to Grants.gov by 11:59 p.m., ET, on the due date, and the resubmitted application does not pass the validation check, it will not be transmitted to ACF and will be excluded from the review.

## Systems Issues

For any systems issues experienced with Grants.gov or SAM.gov, please refer to ACF's "Policy for Applicants Experiencing Federal Systems Issues" document for complete guidance at [https://www.acf.hhs.gov/sites/default/files/assets/systems\\_issue\\_policy\\_final.pdf](https://www.acf.hhs.gov/sites/default/files/assets/systems_issue_policy_final.pdf).

## Request an Exemption from Required Electronic Application Submission

ACF recognizes that some applicants may have limited or no Internet access, and/or limited computer capacity, which may prohibit them from uploading large files at [www.Grants.gov](http://www.Grants.gov). To accommodate such applicants, ACF offers an exemption from required electronic submission. The exemption will allow applicants to submit hard copy, paper applications by hand-delivery, applicant courier, overnight/express mail couriers, or by other representatives of the applicant.

To receive an exemption from required electronic application submission, applicants must submit a written request to ACF that must state that the applicant qualifies for the exemption for one of the two following reasons:

- Lack of Internet access or Internet connection, or
- Limited computer capacity that prevents the uploading of large documents (files) at [www.Grants.gov](http://www.Grants.gov).

Applicants may request and receive the exemption from required electronic application submission by either:

- Submitting an email request to [electronicappexemption@acf.hhs.gov](mailto:electronicappexemption@acf.hhs.gov), or
- Sending a written request to the Office of Grants Management Contact listed in *Section VII. Agency Contacts* in this announcement.

Requests for exemption from required electronic application submission will be acknowledged with an approval or disapproval.

Requests that do not state one of the two listed reasons will not be approved.

An exemption is applicable to all applications submitted by the applicant organization during the Federal Fiscal Year (FFY) in which it is received. Applicants need only request an exemption once in a FFY. Applicants must request a new exemption from required electronic submission for any succeeding FFY.

**Please Note:** [electronicappexemption@acf.hhs.gov](mailto:electronicappexemption@acf.hhs.gov) **may only be used to request an exemption from required electronic submission.** All other inquiries must be directed to the appropriate Agency Contact listed in *Section VII.* of this announcement. Queries or requests submitted to this email address for any reason other than a request for an exemption from electronic application submission will not be acknowledged or answered.

All exemption requests must include the following information:

- Funding Opportunity Announcement Title,
- Funding Opportunity Number (FON),
- The listed Catalog of Federal Domestic Assistance (CFDA) number,
- Name of Applicant Organization and DUNS Number,
- AOR name and contact information,
- Name and contact information of person to be contacted on matters involving the application (i.e., the Point of Contact), and

- The reason for which the applicant is requesting an exemption from electronic application submission. The request for exemption must state one of the following two reasons: 1) lack of Internet access or Internet connection; or 2) lack of computer capacity that prevents uploading large documents (files) to the Internet.

**Exemption requests must be received by ACF no later than two weeks before the application due date**, that is, 14 calendar days prior to the application due date listed in the *Overview* and in *Section IV.3. Submission Dates and Times*. If the fourteenth calendar day falls on a weekend or federal holiday, the due date for receipt of an exemption request will move to the next federal business day that follows the weekend or federal holiday.

Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials. Details concerning acknowledgment of received applications are available in *Section IV.3. Submission Dates and Times* of this announcement.

### **Paper Format Application Submission**

**An exemption is now required for the submission of paper applications. See the preceding section on "Request an Exemption from Required Electronic Application Submission."**

Applicants with exemptions that submit their applications in paper format, by mail or delivery, must submit one original and two copies of the complete application with all attachments. The original and each of the two copies must include all required forms, certifications, assurances, and appendices, be signed by the AOR, and be unbound. The original copy of the application must have original signature(s). See *Section IV.6.* of this announcement for address information for paper format application submissions. Applications submitted in paper format must be received by 4:30 p.m, ET, on the due date.

Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials. Details concerning acknowledgment of received applications are available in *Section IV.3. Submission Dates and Times* in this announcement.

## **IV.3. Submission Dates and Times**

Due Date for Applications: **07/20/2015**

### **Explanation of Due Dates**

The due date for receipt of applications is listed in the *Overview* section and in this section. See *Section III.3. Application Disqualification Factors*.

### **Electronic Applications**

The deadline for submission of electronic applications via [www.Grants.gov](http://www.Grants.gov) is 11:59 p.m., ET, on the due date. Electronic applications submitted at 12:00 a.m., ET, on the day after the due date will be considered late and will be disqualified from competitive review and from funding under this announcement.

Applicants are required to submit their applications electronically via [www.Grants.gov](http://www.Grants.gov) unless they received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

ACF does not accommodate transmission of applications by email or facsimile.

Instructions for electronic submission via [www.Grants.gov](http://www.Grants.gov) are available at: [http://www.grants.gov/applicants/apply\\_for\\_grants.jsp](http://www.grants.gov/applicants/apply_for_grants.jsp).

Applications submitted to [www.Grants.gov](http://www.Grants.gov) at any time during the open application period prior to the due date and time that fail the Grants.gov validation check will not be received at ACF. These applications will not be acknowledged.

## Mailed Paper Format Applications

The deadline for mailed paper applications is 4:30 p.m., ET, on the due date. Mailed paper applications received after the due date and deadline time will be considered late and will be disqualified from competitive review and from funding under this announcement.

Paper format application submissions will be disqualified if the applicant organization has not received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

## Hand-Delivered Paper Format Applications

Applications that are hand-delivered by applicants, applicant couriers, by overnight/express mail couriers, or other representatives of the applicant must be received on, or before, the due date listed in the *Overview* and in this section. These applications must be delivered between the hours of 8:00 a.m. and 4:30 p.m., ET, Monday through Friday (excluding federal holidays). Applications should be delivered to the address provided in *Section IV.6. Other Submission Requirements*.

Hand-delivered paper applications received after the due date and deadline time will be considered late and will be disqualified from competitive review and from funding under this announcement.

Hand-delivered paper format application submissions will be disqualified if the applicant organization has not received an exemption through the process described in *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

## No appeals will be considered for applications classified as late under the following circumstances:

- Applications submitted electronically via [www.Grants.gov](http://www.Grants.gov) are considered late when they are dated and time-stamped after the deadline of 11:59 p.m., ET, on the due date.
- Paper format applications received by mail or hand-delivery after 4:30 p.m., ET, on the due date will be classified as late and will be disqualified.
- Paper format applications received from applicant organizations that were not approved for an exemption from required electronic application submission under the process described in *Section IV.2. Request an Exemption from Required Electronic Submission* will be disqualified.

## Extensions and/or Waiving Due Date and Receipt Time Requirements

ACF may extend an application due date and receipt time when circumstances make it impossible for applicants to submit their applications on time. These events include natural disasters (floods, hurricanes, tornados, etc.), or when there are widespread disruptions of electrical service, or mail service, or in other rare cases. The determination to extend or waive due date and/or receipt time requirements rests with the Grants Management Officer listed as the Office of Grants Management Contact in *Section VII. Agency Contacts*.

## Acknowledgement from [www.Grants.gov](http://www.Grants.gov)

Applicants will receive an initial email upon submission of their application to [www.Grants.gov](http://www.Grants.gov). This email will provide a **Grants.gov Tracking Number**. Applicants should refer to this tracking number in all communication with Grants.gov. The email will also provide a **date and time stamp**, which serves as the official record of application's submission. Receipt of this email does not indicate that the application is accepted or that it has passed the validation check.

Applicants will be provided with an acknowledgement from [www.Grants.gov](http://www.Grants.gov) that the submitted application package has passed, or failed, a series of checks and validations. Applications that are submitted on time that fail the validation check will not be transmitted to ACF and will not be acknowledged.

See "What to Expect After Submitting" at [www.Grants.gov](http://www.Grants.gov) for more information.

**Acknowledgement from ACF of an electronic application's submission:**

Applicants will be sent additional email(s) from ACF acknowledging that the application has been retrieved from [www.Grants.gov](http://www.Grants.gov) by ACF. Receipt of these emails is not an indication that the application is accepted for competition.

**Acknowledgement from ACF of receipt of a paper format application**

ACF will not provide acknowledgement of receipt of hard copy application packages submitted via mail or courier services.

**IV.4. Intergovernmental Review of Federal Programs**

This program is covered under Executive Order (E.O.) 12372, "Intergovernmental Review of Federal Programs," and 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities." Under the Executive Order, States may design their own processes for reviewing and commenting on proposed Federal assistance under covered programs.

Applicants should go to the following URL for the official list of the jurisdictions that have elected to participate in E.O. 12372 [http://www.whitehouse.gov/omb/grants\\_spoc/](http://www.whitehouse.gov/omb/grants_spoc/).

Applicants from participating jurisdictions should contact their SPOC, as soon as possible, to alert them of their prospective applications and to receive instructions on their jurisdiction's procedures. Applicants must submit all required application materials to the SPOC and indicate the date of submission on the Standard Form (SF) 424 at item 19.

Under 45 CFR 100.8(a)(2), a SPOC has 60 days from the application due date to comment on proposed new awards.

SPOC comments may be submitted directly to ACF to: U.S. Department of Health and Human Services, Administration for Children and Families, Office of Grants Management, Division of Discretionary Grants, 370 L'Enfant Promenade SW., 6th Floor East, Washington, DC 20447.

Entities that meet the eligibility requirements of this announcement are still eligible to apply for a grant even if a State, Territory or Commonwealth, etc., does not have a SPOC or has chosen not to participate in the process. Applicants from non-participating jurisdictions need take no action with regard to E.O. 12372. Applications from Federally-recognized Indian Tribal governments are not subject to E.O. 12372.

**IV.5. Funding Restrictions**

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions, are considered unallowable costs under grants or cooperative agreements awarded under this funding opportunity announcement.

**Note:** Costs incurred for grant application preparation are not considered allowable costs under an award and may not be included in the project budget or budget justification.

Grant awards will not allow reimbursement of pre-award costs.

Construction is not an allowable activity or expenditure under this grant award.

Purchase of real property is not an allowable activity or expenditure under this grant award.



#### IV.6. Other Submission Requirements

Submit paper applications to one of the following addresses. Also see *Section IV.2. Request an Exemption from Required Electronic Application Submission*.

##### Submission By Mail

ATTN: HHS-2015-ACF-OHC-0995

Office of Head Start

OHS Operations Center

1401 Mercantile Lane

Suite 401

Largo, MD 20774

##### Hand Delivery

Office of Head Start

OHS Operations Center

1401 Mercantile Lane

Suite 401

Largo, MD 20774

##### Electronic Submission

See *Section IV.2* for application requirements and for guidance when submitting applications electronically via <http://www.Grants.gov>.

For all submissions, see *Section IV.3. Submission Dates and Times*.

#### V. Application Review Information

##### V.1. Criteria

**Please note:** Reviewers will not access, or review, any materials that are not part of the application documents. This includes information accessible on websites via hyperlinks that are referenced, or embedded, in the application. Though an application may include web links, or embedded hyperlinks, reviewers will not review this information as it is not considered to be part of the application documents. Nor will the information on websites be taken into consideration in scoring of evaluation criteria presented in this section. Reviewers will evaluate and score an application based on the documents that are presented in the application and **will not** refer to, or access, external links during the objective review.

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. The corresponding point values indicate the relative importance placed on each review criterion. Points will be allocated based on the extent to which the application proposal addresses each of the criteria listed. Applicants should address these criteria in their application materials, particularly in the project description and budget justification, as they are the basis upon which competing applications will be judged during the objective review. The required elements of the project description and budget justification may be found in *Section IV.2* of this announcement.

Objectives and Need for Assistance	Maximum Points: 5
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The applicant must describe the significant features and components of the project, clearly stating the goals and subordinate objectives of the project, providing a rationale for the project goals in relation to *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*. (0-3 points)

The applicant must be able to develop resources enabling programs to address the needs of low-income families and homeless families facing adversities in programs run by non-profit organizations, and community action agencies. Many programs will draw upon a variety of funding sources (i.e., federal, state, and local) comprised of staff with complex professional development needs served by OHS and OCC funded States and agencies, including AI/AN and MSHS families. (0-2 points)

### Outcomes Expected

**Maximum Points: 5**

Expected outcomes are directly aligned with goals of the National Center and to the three main components of the National Center, as described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and as required in *Section IV.2. The Project Description, Approach*. Each component is specific in nature and should be addressed separately, including elements such as what specifically will be achieved and what type of materials and tools will be produced, with a corresponding timeline. The components are attainable and demonstrate their alignment directly with the overall scope and size of the proposed program. Each component is measurable and grounded within a specific timeframe so that it is clear when the outcome is achieved. (0-5)

### Approach

**Maximum Points: 40**

Resource Development and Management:

The applicant clearly describes a feasible, 5-year project plan for Resource Development and Management that is consistent with the goals, objectives, and desired outcomes described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. Specifically, the proposed plan details the development and/or adaptation of resources that are relevant to grantees in non-profit, organizations, community action agencies, for-profit organizations, institutions of higher education with multiple funding streams responsive to program governance, management, and fiscal considerations for HS/EHS center-based, home-based, child care partnerships, AI/AN and Migrant and Seasonal HS/EHS programs, and different early childhood settings and audiences. (0-5 points)

The applicant's plan for Resource Development and Management includes innovative ideas for resources that monitor regulatory impact, forecast trends, identify relevant data, gather and aggregate information, analyze and report, provide information, and develop materials and tools. The tools must be tailored to meet the identified needs of the full range of grantee capacity for effective governance, management, and fiscal operations. The resources must improve program managers' capacity to understand audits; budgeting, cost allocation, property acquisition and facilities management are essential areas of focus as well. As appropriate, consideration should be given to the identification and development of materials in Spanish. (0-4 points)

The applicant's plan for Resource Development and Management includes resources for improving programs' capacity to govern, manage, and make sound fiscal decisions contributing to governing body, and program level leaderships' ability to create and implement policies and procedures influencing



human resources, eligibility, recruitment, selection, enrollment, and attendance criteria. Consideration must also be given to improving communications, program planning, record keeping and reporting, on-going monitoring, and how to conduct the program's annual self-assessment. (0-4 points)

#### Provision of Training and Technical Assistance:

The applicant clearly describes a feasible, 5-year project plan for the Provision of Training and Technical Assistance that is consistent with the goals, objectives, and desired outcomes described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. Specifically, the plan includes supporting the governance, management, and fiscal requirements outlined in the Head Start Act and applicable regulations, including monthly reporting to the governing body and policy council. T/TA must also enhance leaderships ability to manage human resources, comply with Eligibility Recruitment Selection Enrolment and Attendance (ERSEA) regulations, comply with the Uniform Guidance at 45 CFR Part 75.322, which includes training for governing bodies, directors, key fiscal and other management and supervisory staff on their roles and responsibilities related to system development and service delivery. (0-5 points)

The applicant's plan for the Provision of Training and Technical Assistance includes a prioritization of T/TA content and delivery methods to provide quality training that supports effective governance, management, and fiscal operations leading to high-quality service delivery. The plan would assist grantees in developing the ability to establish systems of governance, management, and fiscal policies and procedures, which promote the effective use of human resources, funds, and property in support of identified program goals and objectives. The plan should also help grantees develop effective systems for the development and oversight of non-federal match through community partnerships. (0-5 points)

The applicant must develop a plan for the Provision of Training and Technical Assistance methods for effective marketing and professional development, for managers and leaders at all levels, using information technology to gather information and create appealing alternatives to in-person meetings, including interactive surveys, social media, online activities and materials, archived videos, video conferencing, and other communication platforms for dissemination of materials for outreach that will support a variety of audiences, such as communities of practice and other networks. (0-3 points)

The applicant's plan for Provision of Training and Technical Assistance identifies approaches for continuously improving T/TA products and services by assessing users' experiences and by building in methods for assessing changes in users' knowledge, skills and practices. The governing body, policy council, and management team can analyze data creating short, and long-term goals for the coming year identifying needs that produce change. The knowledge gained through the review and reflection activities should contribute to increased understanding of best practices. (0-3 points)

#### Training and Technical Assistance Coordination and Collaboration:

The applicant clearly describes a feasible, 5-year project plan for T/TA Coordination and Collaboration with OHS and OCC T/TA National Centers and with ACF's Regional Offices that is consistent with the goals, objectives and desired outcomes described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. Specifically, the applicant identifies an approach that enhances communication, prevents duplication, ensures that materials and messages are integrated and cohesive, and coordinates T/TA on overlapping content; i.e., reiterating the importance for how effective management systems that invest in ongoing oversight and monitoring contributes to data aggregation, assessment, and evaluation, which supports the creation of program, child, and family goals. (0-5 points)

The applicant's plan for T/TA Coordination and Collaboration ensures regular participation of the National Center Director in a cross-center coordination of messaging, content, and leveraging of work done by other Centers, contributing governance, management, and fiscal information to support related efforts by other centers and ensures attendance of key staff at regular meetings in Washington, DC. (0-3

points)

The applicant's plan for T/TA Coordination and Collaboration describes one National Center member appropriate to participate in the OHS IST, as described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. (0-3 points)

### **Project Timeline and Milestones**

**Maximum Points: 5**

The applicant provides a reasonable timeline (e.g., using charts such as a Gantt chart, bar chart, or other chart that illustrates project schedules) for implementing the proposed project, including the activities to be conducted in chronological order and showing a reasonable schedule of accomplishments and target dates and the factors that may accelerate or decelerate the work. The applicant's timeline accords with the time-bound activities (i.e., fully functioning within 90 days), as referenced in *Section I. Program Description, Post-Award Requirements*. (0-5 points)

### **Program Performance and Evaluation Plan**

**Maximum Points: 5**

The applicant provides a description of how the project will document progress towards project milestones that are thorough, reasonable, and adequate for the project's size and scope. (0-2 points)

The applicant provides an efficient and effective plan for evaluation of the project, as described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach* of this FOA, which is consistent with the overall goal and targeted outcomes for the National Center. (0-3 points)

### **Organizational Capacity**

**Maximum Points: 15**

The applicant clearly identifies all partners and contracting entities that will participate in supporting PMFO in delivering all proposed T/TA, and documents the roles, responsibilities, training, qualifications, and time commitments of each proposed project staff position, including staff positions from partner or contractor organizations. The specifically stated roles, responsibilities, training, and qualifications of the organization's staff, partners, and contractors are substantiated by requirements outlined in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. (0-4 points)

The applicant provides detailed information on staff qualifications that clearly demonstrates the applicant's expertise in governance, management, and fiscal practices and protocols for successful implementation, operation, and facilitation of quality early childhood education services in HS/EHS programs. Staff must have required certifications, credentials, training, and experience working in center-based, home-based, FCC, child care centers, or organizations of varying types (non-profit, community action agencies, for-profit, institutions of higher education), with experience managing multiple funding streams including those described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations*. (0-4 points)

The applicant documents expertise in administration, development, implementation, management, and evaluation of programs similar to that offered under this FOA. (0-3 points)

The applicant demonstrates strong evidence that the organization and its partners have the fiscal, administrative, and performance management capacity to effectively administer grant funds. The applicant documents expertise in selecting qualified auditors and provides audit statements from a Certified Public Accountant or Licensed Public Accountant attesting to a clean audit with resolution of any former fiscal irregularities. (0-2 points)

The applicant must demonstrate a systematic approach to managing a consortium of partners, leveraging the expertise of individuals outside of their organization, and drawing upon relevant research-based strategies and approaches to ensure that material, resources, and training is integrated and reflects the expertise of all consortium members. (0-2 points)

#### **Dissemination Plan**

**Maximum Points: 2**

The applicant describes a dissemination plan with clear goals and objectives to identify and engage federal staff, OHS Regional T/TA providers, State CCDF Administrators, designated networks, and T/TA partner organizations, and allocates sufficient time and a sufficient budget to successfully implement dissemination activities.(0-2 points)

#### **Plan for Oversight of Federal Award Funds**

**Maximum Points: 3**

The applicant describes a procedure for how federal funds will be properly managed, including the staff and financial systems in place to demonstrate control and accountability. (0-3 points)

#### **Budget and Budget Justification**

**Maximum Points: 20**

The applicant provides a budget that is clearly outlined and aligned with the activities of the National Center as referenced in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. It includes a narrative justification for the amount requested, describing how the categorical costs are derived. There are explanations of the calculations sufficient enough to demonstrate that costs are critical to the success of the project, and that the budget is reasonable and appropriate for the project. The budget must include with some level of specificity the roles and responsibilities of the organization's staff. (0-8 points)

The applicant includes a detailed budget where all personnel funds are reasonable for the responsibilities and time dedicated to the Center's activities as described in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. (0-5 points)

The budget includes sufficient funding for required trainings, meetings, conferences, travel, and other methods to successfully carry out project activities as referenced in *Section I. Program Description, Overview of the National Center on Program Management and Fiscal Operations* and required in *Section IV.2. The Project Description, Approach*. Funds are allocated accordingly and are aligned with *Section IV.5. Funding Restrictions*. (0-4 points)

The applicant's fiscal controls and accounting procedures would ensure prudent use, proper and timely disbursement, and accurate accounting of the funds received and multiple funding streams described under this FOA. (0-3 points)

### **V.2. Review and Selection Process**

No grant award will be made under this announcement on the basis of an incomplete application. No grant award will be made to an applicant or sub-recipient that does not have a DUNS number ([www.dbn.com](http://www.dbn.com)) and an active registration at SAM ([www.sam.gov](http://www.sam.gov)). See *Section III.3. Other*.

#### **Initial ACF Screening**

Each application will be screened to determine whether it meets any of the disqualification factors described in *Section III.3.Other, Application Disqualification Factors*.

Disqualified applications are considered to be “non-responsive” and are excluded from the competitive review process. Applicants will be notified of a disqualification determination by email or by USPS postal mail within 30 federal business days from the closing date of this funding opportunity announcement.

### **Objective Review and Results**

Applications competing for financial assistance will be reviewed and evaluated by objective review panels using only the criteria described in *Section V.1. Criteria* of this announcement. Each panel is composed of experts with knowledge and experience in the area under review. Generally, review panels include three reviewers and one chairperson.

Results of the competitive objective review are taken into consideration by ACF in the selection of projects for funding; however, objective review scores and rankings are not binding. Scores and rankings are only one element used in the award decision-making process.

ACF may elect not to fund applicants with management or financial problems that would indicate an inability to successfully complete the proposed project. Applications may be funded in whole or in part. Successful applicants may be funded at an amount lower than that requested. ACF reserves the right to consider preferences to fund organizations serving emerging, unserved, or under-served populations, including those populations located in pockets of poverty. ACF will also consider the geographic distribution of federal funds in its award decisions.

### **Approved but Unfunded Applications**

Applications recommended for approval that were not funded under the competition because of the lack of available funds may be held over by ACF and reconsidered in a subsequent review cycle if a future competition under the program area is planned. These applications will be held over for a period of up to one year and will be re-competed for funding with all other competing applications in the next available review cycle. For those applications that have been deemed as approved but unfunded, notice will be given of such determination by postal mail.

## **V.3. Anticipated Announcement and Award Dates**

Announcement of awards and the disposition of applications will be provided to applicants at a later date.

## **VI. Award Administration Information**

### **VI.1. Award Notices**

Successful applicants will be notified through the issuance of a Notice of Award (NoA) that sets forth the amount of funds granted, the terms and conditions of the grant, the effective date of the grant, the budget period for which initial support will be given, the non-federal share to be provided (if applicable), and the total project period for which support is contemplated. The NoA will be signed by the Grants Officer and transmitted via postal mail, email, or by GrantSolutions.gov or the Head Start Enterprise System (HSES), whichever is relevant. Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter signed by the cognizant Program Office head. Any other correspondence that announces to a Principal Investigator, or a Project Director, that an application was selected is not an authorization to begin performance.

Project costs that are incurred prior to the receipt of the NoA are at the recipient's risk and may be reimbursed only to the extent that they are considered allowable as approved pre-award costs. Information

on allowable pre-award costs and the time period under which they may be incurred is available in *Section IV.5. Funding Restrictions*.

## **VI.2. Administrative and National Policy Requirements**

Awards issued under this announcement are subject to 45 CFR Part 75 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards. The Code of Federal Regulations (CFR) is available at <http://www.gpo.gov>.

An application funded with the release of federal funds through a grant award does not constitute, or imply, compliance with federal regulations. Funded organizations are responsible for ensuring that their activities comply with all applicable federal regulations.

### **Prohibition Against Profit**

Grantees are subject to the limitations set forth in 45 CFR § 75.215, Special provisions for awards to commercial organizations as recipients (45 CFR § 75.215(b)\_Prohibition against profit.), which states that, "...no HHS funds may be paid as profit to any recipient even if the recipient is a commercial organization. Profit is any amount in excess of allowable direct and indirect costs."

### **Equal Treatment for Faith-Based Organizations**

Grantees are also subject to the requirements of 45 CFR § 87.1(c), Equal Treatment for Faith-Based Organizations, which says, "Organizations that receive direct financial assistance from the [Health and Human Services] Department under any Department program may not engage in inherently religious activities such as worship, religious instruction, or proselytization, as part of the programs or services funded with direct financial assistance from the Department." Therefore, organizations must take steps to completely separate the presentation of any program with religious content from the presentation of the Federally funded program by time or location *in such a way that it is clear that the two programs are separate and distinct*. If separating the two programs by time but presenting them in the same location, one program must *completely* end before the other program begins.

A faith-based organization receiving HHS funds retains its independence from federal, state, and local governments, and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives federal funds retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents in accordance with all program requirements, statutes, and other applicable requirements governing the conduct of HHS-funded activities.

Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against federal funding of inherently religious activities, "Understanding the Regulations Related to the Faith-Based and Neighborhood Partnerships Initiative" are available at <http://www.hhs.gov/partnerships/about/regulations/>. Additional information, resources, and tools for faith-based organizations is available through The Center for Faith-based and Neighborhood Partnerships website at <http://www.hhs.gov/partnerships/index.html> and at the <https://www.acf.hhs.gov/programs/ocs/resource/capacity-building-toolkits-for-faith-based-and-community-organizations>.

### **Award Term and Condition under the Trafficking Victims Protection Act of 2000**

Awards issued under this announcement are subject to the requirements of Section 106 (g) of the

Trafficking Victims Protection Act of 2000, as amended (22 U.S.C. § 7104). For the full text of the award term, go to <http://www.acf.hhs.gov / grants/ award-term- and- condition -for-trafficking- in-persons>. If you are unable to access this link, please contact the Grants Management Contact identified in *Section VII. Agency Contacts* of this announcement to obtain a copy of the term.

## **Requirements for Drug-Free Workplace**

The Drug-Free Workplace Act of 1988 (41 U.S.C. §§ 8101-8106) requires that all organizations receiving grants from any federal agency agree to maintain a drug-free workplace. By signing the application, the Authorizing Official agrees that the grantee will provide a drug-free workplace and will comply with the requirement to notify ACF if an employee is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for debarment. Government-wide requirements for Drug-Free Workplace for Financial Assistance are found in 2 CFR Part 182; HHS implementing regulations are set forth in 2 CFR § 382.400. All recipients of ACF grant funds must comply with the requirements in Subpart B - Requirements for Recipients Other Than Individuals, 2 CFR § 382.225. The rule is available at <http://www.gpo.gov /fdsys /pkg/ CFR-2001-title45-vol1/content-detail.html>.

## **Debarment and Suspension**

HHS regulations published in 2 CFR Part 376 implement the governmentwide debarment and suspension system guidance (2 CFR Part 180) for HHS' non-procurement programs and activities. "Non-procurement transactions" include, among other things, grants, cooperative agreements, scholarships, fellowships, and loans. ACF implements the HHS Debarment and Suspension regulations as a term and condition of award. Grantees may decide the method and frequency by which this determination is made and may check the Excluded Parties List System (EPLS) located at <https://www.sam.gov/>, although checking the EPLS is not required. More information is available at <https://www.acf.hhs.gov/ grants-forms>.

## **Pro-Children Act**

The Pro-Children Act of 2001, 20 U.S.C. §§ 7181 through 7184, imposes restrictions on smoking in facilities where federally funded children's services are provided. HHS grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities are constructed, operated, or maintained with federal funds. The statute does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity.

## **HHS Grants Policy Statement**

The HHS Grants Policy Statement (HHS GPS) is the Department of Health and Human Services' single policy guide for discretionary grants and cooperative agreements. ACF grant awards are subject to the requirements of the HHS GPS, which covers basic grants processes, standard terms and conditions, and points of contact, as well as important agency-specific requirements. Appendices to the HHS GPS include



a glossary of terms and a list of standard abbreviations for ease of reference. The general terms and conditions in the HHS GPS will apply as indicated unless there are statutory, regulatory, or award-specific requirements to the contrary that are specified in the Notice of Award (NOA). The HHS GPS is available at <https://www.acf.hhs.gov/grants/discretionary-competitive-grants>.

## **Freedom of Information Act (FOIA)**

Applications funded by federal grant programs are subject to disclosure under the Freedom of Information Act (FOIA), 5 U.S.C. § 552. Such applications are frequently requested under the FOIA, consistent with the FOIA's requirement to proactively disclose frequently requested materials at 5 U.S.C. § 552(a)(2)(D). Each released application will receive appropriate redaction of specific information to protect personal privacy and competitively sensitive commercial information. Information on filing a FOIA request is available at <http://www.acf.hhs.gov/submit-a-foia-request>.

## **Award Term and Condition under Title VI of the Civil Rights Act of 1964**

Recipients of federal financial assistance must not discriminate on the basis of race, color, national origin, disability, age, and in some cases sex and religion. The HHS Office for Civil Rights provides guidance to grantees in complying with civil rights laws that prohibit discrimination.  
[www.hhs.gov/ocr/civilrights/understanding/index.html](http://www.hhs.gov/ocr/civilrights/understanding/index.html).

HHS provides guidance to recipients of federal financial assistance on meeting the legal obligation to take reasonable steps to provide meaningful access to persons with limited English proficiency.  
[www.hhs.gov/ocr/civilrights/resources/laws/revisedlep.html](http://www.hhs.gov/ocr/civilrights/resources/laws/revisedlep.html). Recipients must ensure their contractors and sub-recipients also comply with federal civil rights laws.

## **Award Term and Condition for Unpaid Federal Tax Liability**

Grantees are subject to the requirement contained in Section 744 of the "Consolidated and Further Continuing Appropriations Act, 2015," (Pub.L. 113-235, Title VII, General Provisions – Government-Wide), which says "None of the funds made available by this or any other Act may be used to enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, where the awarding agency is aware of the unpaid tax liability, unless a Federal agency has considered suspension or debarment of the corporation and has made a determination that this further action is not necessary to protect the interests of the Government."

## **VI.3. Reporting**

Grantees under this funding opportunity announcement will be required to submit performance progress and financial reports periodically throughout the project period. The frequency of required reporting is listed later in this section.

### **Performance Progress Reports (PPR)**

Notice of Award (NoA) documents will inform grantees of the appropriate performance progress report form or format to use. Grantees should consult their Notice of Award documents to determine the appropriate performance progress report format required under their award. Performance progress reports are due 30 days after the end of the reporting period. Final program performance reports are due 90 days

after the close of the project period.

For awards that implement the use of the ACF-OGM-SF-PPR, the form is available under "Reporting, Disclosures, and other Standard Forms" at <http://www.acf.hhs.gov/grants/forms#chapter-4>.

### **Federal Financial Reports (FFR)**

ACF grantees are required to use the SF-425 Federal Financial Report (FFR) for expenditure reporting. SF-425 reports will be due as frequently as is required in the terms and conditions of their award using due dates from reports to PMS. The SF-269 is no longer accepted for expenditure reports. If an SF-269 is submitted, the ACF will return it and require the recipient to complete the SF-425.

All expenditure reports will be due on one of the standard due dates by which cash reporting is required to be submitted to PMS or at the end of a calendar quarter as determined by ACF. As a result, a recipient that receives awards from more than one federal program may be subject to more than one approach, but will not be required to change its current means of submission or be subjected to more than eight standard due dates. **A final cumulative SF-425 is due 90 days after the close of the project period.**

For budget periods ending in the months of:	The FFR (SF425) is due to ACF on:
January 01 - March 31	April 30
April 01 - June 30	July 30
July 01 - September 30	October 30
October 01 - December 31	January 30

The SF-425 form in Adobe PDF and MS-Excel formats, along with instructions, is available at [http://www.whitehouse.gov/omb/grants\\_forms](http://www.whitehouse.gov/omb/grants_forms).

For planning purposes, ACF reporting periods for awards made under this announcement are as follows:

Performance Progress Reports:	Quarterly
Financial Reports:	Quarterly

### **Federal Financial Accountability and Transparency Act (FFATA) Subaward and Executive Compensation**

Awards issued as a result of this funding opportunity may be subject to the Transparency Act subaward and executive compensation reporting requirements of 2 CFR Part 170. See ACF's Award Term for Federal Financial Accountability and Transparency Act (FFATA) Subaward and Executive Compensation Reporting Requirement implementing this requirement and additional award applicability information at <https://www.acf.hhs.gov/grants/discretionary-competitive-grants>.

### **Tangible Property Report (SF-428)**

All ACF grantees are required to submit the Tangible Personal Property Form (SF-428). The SF-428 is a standard form used to collect information related to tangible personal property: equipment with a unit cost of \$5,000 or more, and residual supplies with an aggregate fair market value exceeding \$5,000. The form consists of the cover sheet and three attachments to be used as required by the terms and conditions of the award: Annual Report; Final Report and a Disposition Request. A Supplemental Sheet, SF-428S, may be used to provide detailed individual item information. The form is available at [http://www.whitehouse.gov/omb/grants\\_forms](http://www.whitehouse.gov/omb/grants_forms).



## **Real Property Status Report (SF-429)**

All ACF grantees are required to submit the Real Property Status Report SF-429, if applicable. The SF-429 is a standard report to be used by recipients of federal financial assistance to report real property status or to request agency instructions on real property that is provided as Government Furnished Property (GFP) or acquired (i.e., purchased, constructed, or renovated) in whole or in part under a Notice of Award. This form consists of the cover sheet and three attachments to be used as frequently as required in the terms and conditions of the award: General reporting (SF-429A, Attachment A), Request to Acquire, Improve or Furnish (SF-429B, Attachment B), or Disposition or Encumbrance Request (SF-429C, Attachment C). The forms are available at [http:// www.whitehouse.gov/ omb/ grants forms](http://www.whitehouse.gov/omb/grants/forms).

## **VII. Agency Contacts**

### **Program Office Contact**

Sharon Yandian  
Administration for Children and Families  
Office of Head Start  
1250 Maryland Ave SW  
Washington, DC 20024  
Phone: (888) 242-0684  
Email: [OHS Tech@reviewops.org](mailto:OHS Tech@reviewops.org)

### **Office of Grants Management Contact**

David Kadan  
Administration for children and Families  
Office of Grants Management  
370 L'Enfant Promenade, SW  
Aerospace Building - 6th Floor East  
Washington, DC 20447  
Email: [ACFOGMREGE-grants@acf.hhs.gov](mailto:ACFOGMREGE-grants@acf.hhs.gov)

### **Federal Relay Service:**

Hearing-impaired and speech-impaired callers may contact the Federal Relay Service for assistance at 1-800-877-8339 (TTY - Text Telephone or ASCII - American Standard Code For Information Interchange).

## **VIII. Other Information**

### **Reference Websites**

U.S. Department of Health and Human Services (HHS) <http://www.hhs.gov/>.

HHS Grants Forecast <http://www.acf.hhs.gov/hhsgrantsforecast/index.cfm>.

Administration for Children and Families (ACF) <http://www.acf.hhs.gov/>.

ACF Grants Homepage <https://www.acf.hhs.gov/grants>.

ACF Funding Opportunities <http://www.acf.hhs.gov/grants/open/foa/>.

ACF "How to Apply for a Grant" <https://www.acf.hhs.gov/grants/how-to-apply-for-grants>.

Catalog of Federal Domestic Assistance (CFDA) <https://www.cfda.gov/>.

For submission of a paper format application, all required Standard Forms (SF), assurances, and certifications are available on the ACF Grants-Forms page through <https://www.acf.hhs.gov/grants-forms>.

Standard grant forms are available at the [Grants.gov](http://www.grants.gov/web/grants/forms/sf-424-family.html) Forms Repository webpage at <http://www.grants.gov/web/grants/forms/sf-424-family.html>.

For information regarding accessibility issues, visit the Grants.gov Accessibility Compliance Page at <http://www07.grants.gov/web/grants/support/technical-support/accessibility-compliance.html>.

Code of Federal Regulations (CFR) <http://www.gpo.gov/fdsys/>.

The *Federal Register* <https://www.federalregister.gov/>.

United States Code (U.S.C.) <http://www.gpo.gov/fdsys/>.

ACF Early Childhood Technical Assistance System <http://www.acf.hhs.gov/programs/ece/interagency-projects/ece-technical-assistance>

## Application Checklist

Applicants may use the checklist below as a guide when preparing your application package.

What to Submit	Where Found	When to Submit
SF-LLL - Disclosure of Lobbying Activities	<p>"Disclosure Form to Report Lobbying" is referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications</i>.</p> <p>For electronic application submission, this form is available on the FOA's Grants.gov "Download Opportunity Instructions and Application" page under "Download Application Package" in the section entitled, "Optional."</p> <p>The form is available in the electronic application kit at Grants.gov</p>	<p>If submission of this form is applicable, it is due at the time of application.</p> <p>If it not available at the time of application, it may also be submitted prior to the award of a grant.</p>

	<p>and at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a> by using the link to "SF-424 Family."</p> <p>If applicable, submission of this form is required if any funds have been paid, or will be paid, to any person for influencing, or attempting to influence, an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan.</p>	
<p>SF-424A - Budget Information - Non- Construction Programs and</p> <p>SF-424B - Assurances - Non-Construction Programs</p>	<p>Referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications.</i></p> <p>For electronic application submission, these forms are available on the FOA's Grants.gov "Download Opportunity Instructions and Application" page under "Download Application Package" in the section entitled, "Mandatory."</p> <p>Also available at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a> by using the link to "SF-424 Family."</p> <p>These forms are <b>required</b> for applications under this FOA:</p> <ul style="list-style-type: none"> <li>• Projects that include only non-construction activities must submit the SF-424A and SF-424B, along with the SF-424 and SF-P/PSL.</li> </ul>	<p>Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p>

<p>Certification Regarding Lobbying (Grants.gov Lobbying Form)</p>	<p>Referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications.</i></p> <p>For electronic application submission, these forms are available on the FOA's Grants.gov page under the "Application Package" tab in the section entitled, "Mandatory."</p> <p>Available at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a> by using the link to "SF-424 Family."</p>	<p>Submission is due with the application package. If it is not submitted with the application package, it must be submitted prior to the award of a grant.</p>
<p>SF-424 Key Contact Form</p>	<p>Referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications.</i></p> <p>For electronic application submission, this form is available on the FOA's Grants.gov "Download Opportunity Instructions and Application" page under "Download Application Package" in the section entitled, "Optional."</p> <p>The form is also available at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a> by using the link to "SF-424 Family."</p>	<p>Submission is due with the application by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p>
<p>SF-Project/Performance Site Location(s) (SF-P/PSL)</p>	<p>Referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications.</i></p> <p>For electronic application submission, these forms are available on the FOA's Grants.gov "Download Opportunity Instructions and Application" page under "Download Application Package" in the section entitled, "Mandatory."</p>	<p>Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p>

	<p>Also available at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a></p> <p>by using the link to "SF-424 Family."</p>	
SF-424 - Application for Federal Assistance	<p>Referenced in <i>Section IV.2. Required Forms, Assurances, and Certifications.</i></p> <p>For electronic application submission, these forms are available on the FOA's Grants.gov "Download Opportunity Instructions and Application" page under "Download Application Package" in the section entitled, "Mandatory."</p> <p>Also available at <a href="http://www.grants.gov/web/grants/forms.html">http://www.grants.gov/web/grants/forms.html</a></p> <p>by using the link to "SF-424 Family."</p>	<p>Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p> <p><b>Do not attach required application elements or additional pages to the SF-424 at Questions 14 or 15! See Section IV.2. Formatting ACF Applications.</b></p>
DUNS Number (Universal Identifier) and Systems for Award Management (SAM) registration.	<p>Referenced in <i>Section III.3. Other</i> in the announcement.</p> <p>To obtain a DUNS number, go to <a href="http://fedgov.dnb.com/webform">http://fedgov.dnb.com/webform</a>.</p> <p>To register at SAM, go to <a href="http://www.sam.gov">http://www.sam.gov</a>.</p>	<p>A DUNS number and registration at SAM.gov are required for all applicants.</p> <p>Active registration at SAM must be maintained throughout the application and project award period.</p>
Letters of Support	Referenced in <i>Section IV.2. The Project Description.</i>	<p>Submission is due by the application due date listed in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p>
Project Sustainability Plan	Referenced in <i>Section IV.2. The Project Description.</i>	<p>Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times.</i></p>

Project Summary/Abstract	Referenced in <i>Section IV.2. The Project Description</i> . The Project Summary/Abstract is limited to one single-spaced page.	Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times</i> .
Table of Contents	Referenced in <i>Section IV.2. The Project Description</i> .	Submit with the application by the due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times</i> .
The Project Description	Referenced in <i>Section IV.2. The Project Description</i> .	Submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times</i> .
The Project Budget and Budget Justification	Referenced in <i>Section IV.2. The Project Budget and Budget Justification</i> of the announcement.	Submission is required in addition to submission of SF-424A or SF-424C. It must be submitted with the application package by the due date in the <i>Overview</i> and in <i>Section IV.3. Submission Dates and Times</i> .
Third-Party Agreements (also, MOUs and Consortia Agreements)	Referenced in <i>Section IV.2. Project Description</i> .	If available, submission is due by the application due date found in the <i>Overview</i> and in <i>Section IV.3</i> . If not available at the time of application submission, due by the time of award.
Proof of Non-Profit Status	Referenced in <i>Section IV.2. The Project Description, Legal Status of Applicant Entity</i> .	Proof of non-profit status should be submitted with the application package by the due date listed in the <i>Overview</i> and <i>Section IV.3. Submission Dates and Times</i> . If it is not available at the time of application submission, it must be submitted prior to

		the award of a grant.
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